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Chief Executives Board for Coordination

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English only

Report of the High-level Committee on Programmes on its twenty-third session

(World Meteorological Organization headquarters, Geneva, 19 and 20 March 2012)

I. Introduction

1. The High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination (CEB) held its twenty-third session at World Meteorological Organization (WMO) headquarters in Geneva on 19 and 20 March 2012. The agenda of the session and the list of participants are contained in annexes I and II, respectively, to the present report.

II. Sustainable development: preparations for the United Nations Conference on Sustainable Development and beyond

2. The Chair reminded Committee members that delivering on sustainable development was now a major issue on the agenda of Member States, the Secretary-General and the United Nations system as a whole. There were many dimensions to the current discussion on sustainable development. To structure the Committee's consideration of the issues, its deliberations would first focus on the more immediate concerns regarding the United Nations Conference on Sustainable Development (Rio+20) and its outcome, followed by longer-term considerations regarding the role of the United Nations system in supporting sustainable development beyond Rio+20, including in the context of the elaboration of the critically important post-2015 development framework.

3. The Chair asked Committee members to focus in their deliberations on how to support and enhance the voice of the Secretary-General in conveying a common United Nations system-wide vision for and perspective on sustainable development, and to identify key issues to be highlighted at the Conference that emphasized the synergies and complementarities of the United Nations system.

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A. Preparations for the United Nations Conference on Sustainable Development

4. The Chair noted that the Secretary-General assigned high priority to issuing a CEB statement at the Conference as well as to holding a high-level CEB side event on 21 June 2012. He recalled that a joint statement, prepared under the aegis of the Chair of the Committee, had been issued by CEB at its session in the fourth quarter of 2011, as an input to the Rio+20 preparatory process. That document served as a framework for the United Nations system to signal its collective readiness to Member States to "support the world's nations and peoples to make sustainable development a reality". In addition, CEB recommended that a second joint statement, to be issued as a "clarion call" to the Rio+20 Conference itself, be submitted to CEB for its endorsement at its session in the second quarter of 2012.

5. Thomas Stelzer, Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs of the Department of Economic and Social Affairs of the Secretariat, and Secretary of CEB, provided an overview of the status of preparations for Rio+20. He noted that Member States were concurrently gathered in New York to commence negotiations on the draft outcome document on the basis of amendments to the zero draft. He pointed out that the current compilation text had expanded to almost 200 pages from the 17 pages of the original text that had been prepared by the Secretariat. He also noted that inter-agency coordination in the lead-up to the Conference was organized through monthly ECESA plus meetings of Rio+20 focal points. At these meetings, agencies were briefed on political and substantive issues as well as logistical concerns related to the Conference. Country-level preparations involving national authorities and United Nations country teams were being supported by the United Nations Development Programme (UNDP) and the Department of Economic and Social Affairs in 79 countries.

6. Highlighting activities in which United Nations agencies could be involved during the Conference period, he noted the holding of a Partnership Forum and the organization of thematic days (16-19 June 2012), which would provide agencies with opportunities to showcase sustainable development initiatives and forge new partnerships. All new commitments announced during the Conference would be included in an online registry to improve follow-up and accountability among stakeholders. He added that United Nations agencies were invited to contribute to the registry.

7. Navid Hanif, Director, of the Division for Economic and Social Council Support and Coordination of the Department of Economic and Social Affairs, presented draft elements for a CEB statement for the Rio+20 Conference. Mr. Hanif noted that the draft before the Committee was built around eight key messages to create a compelling narrative for sustainable development, intended to lead to concrete actions and effective implementation of sustainable development commitments. Those messages included:

- Recognizing that some progress had been made in addressing the challenges of sustainable development while also acknowledging existing gaps and risks to people and the planet.
- Noting that the global economic landscape had changed in fundamental ways over the past 20 years, leading to accelerated economic growth and poverty

reduction, but at a high environmental cost, and with rising inequality and exclusionary policies.

- Underscoring that enhanced international cooperation and collective action at the global level was necessary to address these problems, in particular by focusing on: (a) renewing political commitment; (b) integrating the three pillars of sustainable development; (c) accelerating implementation; and (d) improving accountability.

- Recognizing the need to move the current economic model onto a sustainable pathway using the tool of a green economy while recognizing the key principles of national sovereignty, common but differentiated responsibilities, country ownership in the process of transformation, as well as the need for increased funding from the international community, capacity-building, technology transfer and technical support.

- Focusing on accountability, measuring progress and defining precise goals for advancing sustainable development, including sustainable development goals at Rio+20 that needed to be universally applicable, and complement and reinforce the Millennium Development Goals.

- Strengthening the institutional framework for sustainable development by reinforcing the environmental pillar of sustainable development and the United Nations Environment Programme (UNEP).

- Ensuring greater coherence in the sustainable development activities of the United Nations system as a whole, including those of the international financial institutions, which would lead to better coordination in delivering policy advice, finance and capacity-building to Governments.

- Reviving the "spirit of Rio" and emphasizing that Rio+20 must be an implementation conference that identifies a framework for action, including an increase in and allocation of new, additional, predictable financial resources, and provides the road map to the "future we want", namely a future with dynamic economic development, universal social well-being and a healthy environment for present and future generations.

8. Mr. Hanif concluded by noting that Rio+20 must effect transformational change. The United Nations system needed to look beyond individual themes and mandates and take a broader view on the actions and changes that were necessary.

9. In the ensuing discussion, Committee members expressed support for the eight messages presented, which represented a "compelling narrative" for sustainable development, leading to effective implementation of sustainable development commitments. Members felt that the draft should be refined to more closely follow this narrative.

10. Members were also of the view that a CEB statement needed to take a broad view, which would emphasize the linkages and interconnectedness of the different dimensions of sustainable development. The statement also needed to highlight the United Nations system's capacity to come together in a coherent and coordinated manner in support of Member States' decisions and efforts to develop and implement sustainable development policies and practices.

11. A number of Committee members highlighted individual issues that needed to be incorporated in the statement, including the centrality of human rights, trade, education, science, information technology, tourism, sustainable industrial development, resource-efficient production and consumption, gender equality and the empowerment of women, food security and sustainable agriculture, population and oceans. Participants also pointed out that it was important for the statement to convey the synergies and linkages that existed among the various critical areas for action.

12. Members agreed that a CEB statement should serve as a key advocacy tool for the Secretary-General as well as for the United Nations system as a whole to sharpen the system's focus and messages, demonstrate complementarities of mandates and programmatic activities, and showcase the value added of the United Nations to the sustainable development efforts of Member States. A joint statement would also present a common reference point for the United Nations system and convey the system's readiness to support Member States in advancing sustainable development at the global, regional, national and subnational levels.

13. The Committee also supported the proposal to hold a high-level CEB side event at the Rio+20 Conference, with the participation of the Secretary-General and executive heads, as an opportunity to demonstrate the capacity of the United Nations system to deliver as one in supporting Member States in the implementation of the Rio+20 outcome. Committee members agreed that the side event needed to be forward-looking and focus on concrete actions and initiatives through which the United Nations system would advance sustainable development objectives.

14. **The Committee decided to revise the draft statement taking into account suggestions made by Committee members. Once finalized, the Committee would recommend the endorsement of the draft statement by CEB (see annex III).[1] The Committee also decided to recommend that CEB hold a high-level side event at Rio+20.**

B. Oceans compact

15. The Chair noted that the critical role of oceans within the overall framework of sustainable development had been receiving heightened attention in international policy discussions. He recalled that the United Nations Educational, Scientific and Cultural Organization (UNESCO) had played an important role in drawing the attention of CEB and the Committee to the issue of oceans, and the need to review UN-Oceans in the lead-up to Rio+20. He underscored that the issue of oceans was also prominent in the Five-Year Action Agenda of the Secretary-General.

16. At the request of the Secretary-General, the Chair, in consultation with relevant agencies and programmes and the Office of Legal Affairs, had been tasked to commission a small group of independent experts to prepare a first draft of an "oceans compact" document. Based on the feedback received from Committee members, a revised version of the document was now before the Committee for its review. It was hoped that the oceans compact would provide a basis for the Secretary-General to provide inputs to the Rio+20 Conference and beyond.

[1] Annex III contains the final version of the joint statement issued by CEB on 17 April 2012.

17. The Chair pointed out that the draft oceans compact was an initiative to provide a platform for multiple stakeholders to work together to address effectively the issues of declining ocean health, diminished productivity and weak management, and accelerate progress towards the achievement of the shared goal of "healthy oceans for prosperity" through three interrelated objectives: (a) improving the health of the oceans; (b) protecting, recovering and sustaining the oceans' environment and natural resources; and (c) strengthening the management of oceans. These were areas where key actions would be required or where scaling-up of current initiatives would accelerate needed transformative changes with regards to oceans. Institutional arrangements, policy frameworks, regulatory instruments, programmes, partnerships and activities are in place, at the global and regional levels, to use the vast potential wealth of the oceans to build a society that uses ocean resources wisely. However, the results are not yet showing a reverse in negative trends. The compact would assist Member States to implement and meet the provisions of the United Nations Convention on the Law of the Sea, and other relevant global and regional conventions and instruments, and would build on the range of existing and ongoing activities of United Nations system organizations. In this regard, several members referred to the work being undertaken under the Global Partnership for Oceans.

18. In the ensuing discussion, Committee members expressed appreciation for the Chair's efforts and noted the urgency for action to reverse the rapid deterioration of the world's oceans. Participants supported the initiative of the Secretary-General to develop an oceans compact and welcomed the compact's emphasis on supporting existing efforts, as well as enhancing coordination and cooperation at all levels. They noted that it was critical for the compact to assist Member States in the implementation and meeting of the provisions of the United Nations Convention on the Law of the Sea, and other relevant global and regional conventions and instruments, and to build upon the range of existing and ongoing activities of United Nations system organizations. They stressed that the compact should not duplicate existing global and regional legal oceans frameworks but instead serve as a bridge across existing instruments, advancing their implementation.

19. Several members stressed the need for the oceans compact to provide strategic guidance to all stakeholders and be accompanied by a detailed action plan with clear targets, bench arks and timelines, to be developed through an open and inclusive process involving all relevant United Nations system organizations. It was suggested that an oceans advisory group be established to support the elaboration of an oceans compact action plan, facilitate dialogue among key stakeholders and promote action towards restoring the health, productivity and resilience of oceans. The advisory group would comprise policymakers, scientists and leading oceans experts, private sector representatives and the executive heads of relevant United Nations system organizations. It would also contribute to providing new impetus, focus and direction for the work of UN-Oceans as the pre-eminent platform of the United Nations system for implementing the oceans compact and action plan.

20. Regarding the objectives outlined in the draft oceans compact, several participants stressed the need to enhance the social component of the compact by more systematically addressing the impact of ocean degradation and marine hazards on the safety and livelihoods of people, in particular people living in coastal areas and people who depended on the oceans for their livelihoods. The importance of science, knowledge and capacity-building also needed to be emphasized in the

compact. Other issues to be highlighted included ocean acidification, the role of the private sector and the economic contribution of the oceans. It was also emphasized that these objectives should focus on integration of all three pillars of sustainable development.

21. **The Committee agreed to recommend the finalized draft oceans compact to CEB for its consideration at its session in the second quarter of 2012.**

C. United Nations Conference on Sustainable Development and beyond

22. In introducing the item, the Chair pointed out that sustainable development was a key component of the initial discussion on the post-2015 global development agenda and was a centrepiece of the Secretary-General's Five-Year Action Agenda. The Committee had already envisaged this when it began its work on moving towards a fairer, greener, more sustainable globalization in 2009. The report of the High-level Panel on Global Sustainability as well as the thirteenth session of the United Nations Conference on Trade and Development (UNCTAD XIII), on the theme "Development-centred globalization: towards inclusive and sustainable growth and development", also emphasized particular aspects of the broader debate. The challenge for the United Nations system was to strengthen linkages among the processes and gain clarity on its future direction, and that of the multilateral system as a whole, on sustainable development within the global development agenda.

23. Turning to the report on moving towards a fairer, greener and more sustainable globalization, the Chair recalled that the Committee, at its previous session, had agreed to take up the revised report and to consider elements that might contribute to the United Nations system's work in the lead-up to Rio+20 and beyond. The longer paper had been revised to reflect the comments received from CEB executive heads in response to the request from Mr. Somavia, Director General of the International Labour Organization (ILO), and the Chair, following the CEB retreat discussion on the previous draft of the paper in October 2011.

24. He thanked the writing team, Elliott Harris, Vice-Chair of the Committee, Angela Cropper, UNEP, and Raymond Torres, ILO, for their efforts in revising the report and for preparing a much shorter synthesis version of the paper that sought to present the core messages and key arguments of the paper in a more accessible and concise way.

25. The Vice-Chair, in introducing the revised report, expressed appreciation for the insightful and constructive comments by the executive heads, which had been reflected in the document before the Committee. He noted that the basic thrust of the report — that the lack of policy coherence was the source of the inequalities and imbalances that characterized the results of globalization — was widely supported by them, as was the notion that the process of globalization itself did not represent a problem. The challenge was rather to address the lack of policy coherence to ensure that globalization resulted in more equitable, sustainable and greener outcomes for a greater number of people and that it enabled inclusive growth, job creation, effective social protection and environmental conservation.

26. The Vice-Chair added that making globalization fairer, greener and more sustainable required a rebalancing and rethinking of development priorities. Improving the quality of economic growth by ensuring that growth was more

balanced, stable and inclusive, as well as putting in place comprehensive and effective social protection systems, were among the critical interventions needed to promote greater fairness and equity. The United Nations system had an important role to play in facilitating greater policy coherence at all levels and supporting countries in developing suitable measures for achieving sustainable development. Reform of the existing system of global governance was needed, however, to ensure that the varied structures of the United Nations discharged their normative, operational, technical support and coordination functions more effectively and in response to country needs.

27. Complementing Mr. Harris' presentation, Mr. Torres emphasized the need for more stocktaking of successful experiences of policy integration and coherence at the country, regional and global levels. Ms. Cropper underscored the need for policy coherence and for the United Nations system to focus on core variables and for it to organize itself better and more efficiently in order to serve Member States. She also stressed the need for greater integration and enhanced lines of communication between the United Nations system and the international financial institutions.

28. At the opening of the discussion, Committee members were asked to share their views on the shorter synthesis paper, as well as on its potential uses by CEB. The Committee thanked the authors for their effort and work. Many members expressed appreciation for the clear, nuanced and well-argued synthesis paper.

29. Some members noted that the United Nations system was at a juncture of realignment and transformation and asserted that the synthesis paper provided much-needed impetus for the system to reflect on the role and relevance of global institutions in meeting current global demands and future challenges, particularly in the light of the far-reaching implications of geo-economic and political realignments. One of the challenges for the multilateral system was to demonstrate its continued relevance in the face of rapid change. It was pointed out that the United Nations system brought to bear normative, operational, technical and research functions, all of which should be deployed in service to all Member States in order to meet the universal challenge of sustainable development. The Organization's important convening role was highlighted in this connection.

30. The role of the United Nations in advancing policy coherence and supporting Member States included presenting alternative models of globalization and assisting individual countries to develop appropriate policies that fit their specific needs. The United Nations system needed to be more proactive in addressing complex development issues and should play a forward-looking role in contributing to the discussions surrounding the development of sustainable development goals and elements of the post-2015 development agenda. Committee members also pointed to the tension that existed between the broader system-wide view on global challenges and the narrower perspectives related to individual mandates and funding modalities. The paper challenged the United Nations system to realign itself with a changed global environment, reflecting fully how the process of globalization has affected it, and to review options for altering its modus operandi. The synthesis paper was seen as thought-provoking and useful in informing the thinking of the executive heads regarding broader development-related processes, including quadrennial comprehensive policy review and the post-2015 development agenda. In this regard, the importance of a people-centred approach was highlighted, encompassing all dimensions of human security. It was also stressed that the paper

should explicitly enumerate the trade-offs impacting particularly on the social pillar and address intergenerational issues. Some members underscored the continuing importance of the economic pillar for sustainable development and poverty eradication.

31. **The Committee took note of the full report and agreed that a slightly revised version of the synthesis report, also taking into account key comments made during the discussion, would be prepared for transmission to CEB at its session in the second quarter of 2012 for its further consideration (see annex IV).**

32. Janos Pasztor, Executive Secretary of the High-level Panel on Global Sustainability, presented key aspects and main recommendations of the report of the High-level Panel. Commissioned by the Secretary-General in August 2010, the 22-member Panel had been tasked to formulate a vision to eradicate poverty and reduce inequality, make growth inclusive and production and consumption more sustainable, while combating climate change and respecting a range of other planetary boundaries.

33. The High-level Panel's final report, entitled "Resilient people, resilient planet: a future worth choosing", was launched in Addis Ababa on 30 January 2012. It contained 56 recommendations aimed at advancing sustainable development and fostering sustained and inclusive growth and prosperity. Recommendations were divided into three broad categories: empowering people to make sustainable choices; working towards a sustainable economy; and strengthening institutional governance.

34. The report proposed a range of intermediate and long-term actions to make sustainable development a reality. Several key elements of the report required particular attention by all stakeholders. Those included the nexus approach, which emphasized the interlinkages of sectoral issues, the issues of funding and private investment, the need to incorporate externalities in the way progress was commonly measured and assessed, improvements in the international institutional architecture and the need for vastly expanded partnerships in support of sustainable development.

35. Mr. Pasztor informed the Committee that the Secretary-General intended to transmit the report to world leaders, Member States, United Nations agencies, representatives of civil society and the private sector, inviting them to convey to him their commitments to implement concrete actions and proposals for advancing global sustainability. In following up on those recommendations that were addressed directly to the Secretary-General, including the global sustainable development outlook report and the development of a new sustainable development index, he planned to engage CEB members to build on existing initiatives and ongoing work within the United Nations system. With respect to the science-related recommendations, he also informed the Committee that the Secretary-General would be asking the Director General of UNESCO to lead a group of executive heads and heads of organizations partnering with the United Nations system to develop a proposal for a major science initiative.

36. Richard Kozul-Wright, Chief of the UNCTAD Unit for Economic Cooperation and Integration among Developing Countries, provided an overview of the report of the Secretary-General of UNCTAD presented to UNCTAD XIII in Doha in April

2012. The report focused on the topic of "Development-led globalization: towards sustainable and inclusive development paths" and analysed the underlying structures and causes for the current global imbalances. It outlined a way forward towards a global economy that was based on sustainable and inclusive growth and development. The report sought to advance consensus on alternative principles, priorities and policies of a development-led globalization needed to turn a tentative economic recovery into an inclusive and sustainable future for all. The path world leaders would now choose would have long-term consequences for the economy, society and the environment. He suggested that UNCTAD XIII could be the starting-point for a new consensus on globalization and global growth.

37. The Committee members thanked Mr. Pasztor and Mr. Kozul-Wright for their briefings. Some members pointed out that the process towards a new development paradigm needed to be fully participatory, taking into account the programmatic experience and expertise of the United Nations system as well as existing and growing areas of collaboration. Work on enhancing resilience as complementary to efforts to improve sustainability needed to be strengthened. CEB was seen as having an important role to play in bringing the various dimensions together into a cohesive sustainable development strategy for the United Nations system. In response to the invitation of UNCTAD, several Committee members indicated their plans to attend UNCTAD XIII.

38. **The Committee took note with appreciation of the report of the High-level Panel on Global Sustainability entitled "Resilient people, resilient planet: a future worth choosing" and agreed to ask CEB to provide the Committee with guidance on the specific role it wished the Committee to play in facilitating the United Nations system's response to recommendations contained in the report (see A/66/700, annex I).**

III. Follow-up to decisions taken by the High-level Committee on Programmes and the Chief Executives Board for Coordination

A. Regional dimension of development

39. At the CEB session in the fourth quarter of 2011, Rima Khalaf, Coordinator of the regional commissions and Executive Secretary of the Economic and Social Commission for Western Asia (ESCWA), presented the "Independent study on the regional dimension of development and the United Nations system", suggesting ways in which the United Nations system could better support Member States within the changing context of regionalism, including a renewed political recognition by CEB of the importance of growing regionalism and an acknowledgment of the increasing importance of the regional dimension of development.

40. Further to the Board's request for the Committee to review the study's recommendations and report back at its session in the second quarter of 2012, the Committee reviewed a note prepared by the regional commissions, suggesting a way forward in this regard. Amr Nour, Director of the Regional Commissions New York Office, provided the Committee with the background to the study. He emphasized that the study was a United Nations system-wide effort with contributions submitted

by 24 organizations in addition to the five regional commissions. He also noted that since the last CEB meeting, the issue had been taken up by the United Nations Development Group Advisory Group, which had agreed that there should be greater collaboration and dialogue between the regional United Nations Development Group teams and regional coordination mechanisms to emphasize coherence and consolidation of regional efforts.

41. Mr. Nour recalled that the study had taken into account the increasing importance of the regional dimension of development in light of accelerating regionalism in many parts of the world with the twin objectives of: (a) examining the key issues driving the new regionalism; and (b) suggesting ways in which the United Nations system, including the regional commissions, could better support Member States within this changing context and add value to this process.

42. He noted that the study identified a trend towards a "new regionalism" as a response to the increased pace of globalization and the perceived gaps in global economic governance, characterized by a diversity of forms and organizations. In contrast to the more State-driven, more formal regionalism seen during the previous phases, this new regionalism was driven more by issues than institutions, and was more diverse and deeper in terms of the areas it sought to cover, in particular issues related to human rights and the social sector. It reflected less formal arrangements between Governments, greater involvement of non-governmental actors and a wider scope of issues. The United Nations system seemed to be well positioned to promote development by supporting synergies in that context. The study also detailed a significant degree of engagement by United Nations organizations at the regional level, noting that outcomes were more effective and successful, both in terms of impact and implementation, whenever there was a high degree of collaboration among United Nations organizations to support regional initiatives or processes.

43. The Committee was requested to: (a) endorse the first two recommendations of the study, which sought a renewed political recognition by CEB of the importance of regionalism and the regional dimension of development, and the need for a coherent regional strategy for development taking into account regional priorities and specificities; (b) invite regional coordination mechanisms in the regions to consider the implementation of recommendations 2 to 10, which focused on highlighting key elements of processes and organizational frameworks that needed to be put in place to facilitate substantive engagement in the regions, and to report back to the Committee on this matter at its session in the second quarter of 2013; and (c) advise CEB accordingly.

44. In the ensuing discussion, participants thanked the regional commissions for their efforts in spearheading the study and emphasized its utility in leveraging and drawing on the strengths of the United Nations system to support systematically regional engagement in line with regional and national priorities. The point was made that the discussion on the study could have benefited from a better elaboration of the notion of regionalism, particularly in regard to the interaction and relation of the global level with the growing number of new regional bodies being set up. The need for complementarity with different organizations in fulfilling different roles as well as the comparative advantage of some organizations was highlighted. It was suggested that recommendations 2 to 10 of the study needed to take into account entities that were operational and more explicitly mention the central role of the United Nations Development Group and the regional Development Group teams.

Regarding the latter, a proposal was submitted to reformulate the study's recommendations.

45. Some participants noted the need for the recommendations to take into account universal human rights norms and standards in the interaction with regional organizations. Other participants called for coherence in the engagement of the United Nations system with the work of the multitude of regional organizations, which had overlapping memberships in addition to coherence between regional coordination mechanisms and regional United Nations Development Group teams.

46. By way of clarification, it was noted that regional commissions had been promoting the coherence of regional coordination mechanisms and regional United Nations Development Group teams for some time, and that this trend had been discussed in the study. Regional United Nations Development Group teams, though a recent phenomenon, were an internal United Nations inter-agency coordination mechanism focused on the provision of coherent and timely support to resident coordinators and United Nations country teams. Regional coordination mechanisms, however, served as the platform that brought together regional organizations with regional actors for policy coherence and support, and complimented long-standing strategic alliances with regional organizations that could be further harnessed for the entire United Nations system. A suggestion was made to take account of the complimentarity, synergies and roles of the regional United Nations Development Group teams through a recommendation from the Committee as opposed to amending the study. It was recalled, in this connection, that the United Nations Development Group Advisory Group had adopted agreed language in this regard.

47. It was further clarified that participants should not lose sight of the broader goal which aimed at bringing the growing regional realities to the attention of the United Nations system and incorporating the regional dimension of development in the ongoing discussion on the continued relevance and repositioning of the United Nations system. The overarching objective was to enhance the Organization's ability to deliver coherently and synergistically in regions. In addition, it was pointed out in this context that the study might be useful as a contribution to the preparatory process for the United Nations Conference on Sustainable Development.

48. **The Committee took note of the discussion on the study and agreed to convey the views of its members to CEB.**

B. Human rights and development

49. Craig Mokhiber, Chief of the Development and Economic and Social Issues Branch of the Office of the United Nations High Commissioner for Human Rights (OHCHR), recalled that at the CEB session in the fourth quarter of 2011, Navi Pillay, High Commissioner for Human Rights, had presented the issue of human rights in development cooperation and emphasized the need for a principled, norm-based engagement by the United Nations system with Member States on human rights issues, as well as strengthened policy coherence across the United Nations system. The Board had thanked Ms. Pillay for her important statement and leadership and requested the Committee to help advance the relevant issues of policy coherence on human rights in the United Nations system, under the leadership of OHCHR. Mr. Mokhiber introduced a short note outlining a way

forward to advance policy coherence on human rights within the context of the Committee.

50. He noted that the Charter of the United Nations established three pillars as the core of the Organization's work, namely, peace and security, economic and social progress and development, and human rights. The 2005 World Summit and all major conferences since then had reaffirmed the interlinkages among these three pillars and supported further integration of human rights in the work of the United Nations system.

51. He added that human rights had been considered as a cross-cutting issue in the work of all four executive committees of the Secretariat established at that time (Executive Committee on Economic and Social Affairs, Executive Committee on Peace and Security, Executive Committee on Humanitarian Affairs and United Nations Development Group). While good progress had been achieved, there was a perceived need for more regular, policy-level discussions on human rights to further strengthen policy coherence and integrity across the United Nations system, based on the norms and standards of the Organization.

52. Mr. Mokhiber underscored that, given its mandate, the Committee would be a natural forum to further pursue human rights-based policy coherence in these fields. The OHCHR note proposed to include human rights and policy coherence as a standing agenda item of the Committee in order to keep the Committee members informed and engaged on relevant developments on the ground in the United Nations human rights system. In addition, the note suggested that the Committee could develop a rolling agenda for more in-depth discussion on selected thematic issues where strengthening of policy coherence was particularly important from human rights perspectives. The note also proposed the additional option of a small ad hoc task team, led by OHCHR, which could be formed among interested Committee member organizations in order to prepare for the discussion. Finally, it proposed the integration of human rights in joint CEB advocacy on development issues.

53. Members expressed overwhelming support for the inclusion of human rights concerns in the work of the Committee and CEB, in particular as an opportunity to deliver consistent advice to Member States. They noted the timeliness of the issue and supported coherence of the work of the United Nations system in this area. Some members suggested that consideration of human rights issues by the Committee should go beyond policy coherence and discuss emerging and difficult issues as well as the need to approach events beyond a strictly "enforcement" lens. Participants also fully endorsed the integration of human rights in joint CEB advocacy.

54. While noting that human rights issues were relevant to organizations of the United Nations system, participants cautioned against the creation of additional mechanisms to undertake such work. This was particularly important given consideration of human rights issues and concerns in other mechanisms and processes such as the quadrennial comprehensive policy review and the United Nations Development Group human rights mainstreaming mechanism. Some cautioned against placing a standing item on the Committee's agenda and suggested that issues be taken up as and when warranted.

55. The importance of taking account of the particularities of operational, humanitarian organizations working in very difficult political environments was stressed. Some participants expressed the view that, in tabling agenda items relevant to human rights, the Committee would need to respect the limitations inherent in the institutional mandates of some members. Others suggested the need to take into account concerns and sensitivities by Member States, such as those relating to conditionalities.

56. **The Committee took note of the overwhelming support for the inclusion of human rights issues in its agenda. It therefore agreed to include human rights policy coherence as a regular agenda item, as and when required, in order to discuss relevant human rights themes. In preparation for such discussions, it asked OHCHR to consult members when proposing themes. The Committee also agreed to more systematically integrate human rights in joint CEB advocacy statements and system-wide messages.**

C. The world at 7 billion and beyond

57. The Committee recalled that the Executive Director of the United Nations Population Fund (UNFPA) had briefed CEB at its session in the fourth quarter of 2011 on the implications for the work of the United Nations system of a world of 7 billion people, focusing on challenges and opportunities for poverty reduction, sustainability and equity. The Board agreed to his proposal that detailed work be carried out by the Committee under the leadership of UNFPA, which would prepare an issues paper for consideration by the Committee at its current session. The Committee had an exchange of views on the content of the issues paper and discussed the way forward.

58. Introducing the issues note, Mabingue Ngom, Director of the Programme Division, and Ralph Hakkert, Technical Adviser on Data and Research of the Technical Division of UNFPA, noted that the recent passage of the 7 billion world population milestone provided impetus to reflect on world population dynamics and their implications for sustainable development. The issues note set out a proposed initiative that envisaged, inter alia, the establishment of an inter-agency working group under the auspices of the Committee to undertake a more detailed assessment of the demands that population trends would place on the achievement of common development goals. The work would also involve taking stock of the contributions of the United Nations system, addressing projected trends and identifying associated challenges and opportunities for further action. The assessment was expected to result in a draft position paper to be reviewed by the Committee at its twenty-fourth session.

59. In addition to the proposed inter-agency process, Thomas Stelzer, Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, suggested the establishment, through the Committee, of an open-ended technical network to respond to the invitation by the General Assembly for the United Nations system and the International Organization for Migration (IOM) to contribute to the 2013 General Assembly High-level Dialogue on International Migration and Development. The open-ended technical network would comprise members of the Global Migration Group as well as all other entities of the United Nations system that had an interest in contributing to the High-level Dialogue. The Department of

Economic and Social Affairs offered to serve as the secretariat of this network, which would be co-chaired by UNFPA and IOM.

60. Committee members thanked UNFPA for its efforts and welcomed the issues note. Participants agreed that the gravity of a world in which increased population dynamics posed immeasurable challenges also opened up new opportunities for the United Nations system in its various mandated approaches. Organizations of the system needed to reflect on the impact of current and future population dynamics on the world and, by extension, their mandated activities. The proposed processes, which were meant to ensure coherence and unity of purpose of the United Nations system around population dynamics still required further clarification, however, and would need sufficient time to garner institutional support from member organizations of the Committee.

61. Participants further noted that it would be useful to clarify the role of the two proposals in relation to processes currently under way within the United Nations system. In this regard, it was crucial to ensure synergies with the preparatory work of the United Nations system in the context of the post-2015 development framework. In this connection, participants stressed that population considerations needed to be an integral part of any future framework from the start. In taking this work forward, due regard should be paid to human rights concerns, particularly those of older persons. Similarly, issues related to gender equality and women's empowerment, as well as educational systems for youth, were mentioned as relevant to population issues and needed to be sufficiently reflected in the note.

62. Participants urged the concurrence of the principals of the Global Migration Group on how the open-ended technical network would build on and leverage its resources, and avoid a duplication of functions. While the proposed processes intended to ensure coherence and unity of purpose of the United Nations system around population dynamics, participants noted that they still required further reflection and would need sufficient time to garner institutional support from member organizations of the Committee. The need to ensure a coherent and coordinated approach to both issues, taking into account the wider context of a world at 7 billion, was also highlighted. These views notwithstanding, Committee members looked forward to participating in and contributing to all efforts to ensure a coherent and coordinated approach.

63. In response to some of the issues raised during the discussion, it was clarified that the two proposals differed in both objective and scope, in spite of some partial overlap. Whereas the migration proposal sought to make a direct contribution to a specific process, namely the 2013 General Assembly High-level Dialogue on International Migration and Development, the 7 billion proposal sought to promote a common long-term vision of the agencies on a variety of population issues, which included migration but also several others. Therefore, both proposals should be taken forward in a coordinated but separate way leading up to the High-level Dialogue and the special session of the General Assembly on follow-up to the International Conference on Population and Development beyond 2014, to be held during its sixty-ninth session.

64. **The Committee requested UNFPA to review its proposal and submit for consideration by the Committee at its twenty-fourth session the terms of reference of an inter-agency working group tasked with producing a Committee position paper on mainstreaming population dynamics across the United**

Nations system, with greater specificity in terms of deliverables. A final position paper could be submitted through the Committee for the approval of CEB at its session in the second quarter of 2013.

65. Given the need for system-wide preparation for the 2013 General Assembly High-level Dialogue on International Migration and Development, the Committee recommended the establishment of a time-bound ad hoc high-level working group on international migration and development, under the Committee's auspices, co-chaired by UNFPA and IOM, with secretarial support from the Department of Economic and Social Affairs. Following consultations with the Global Migration Group, the ad hoc high-level working group would convene all relevant programmes, funds and specialized agencies to develop a set of outcomes and actions for consideration by the Assembly during its High-level Dialogue, including assessing the lessons learned since the 2006 General Assembly High-level Dialogue on International Migration and Development in responding to the opportunities and challenges of international migration and in building collaboration and partnerships. The set of outcomes and actions will be submitted through the Committee for the approval of CEB at its session in the second quarter of 2013.

D. Disaster risk reduction

66. At its session in the second quarter of 2011, CEB committed to mainstreaming disaster risk reduction in programmes and operations in the United Nations system through the development of a common agenda, and to giving disaster risk reduction the highest political support. It also agreed to continue working on the further implementation of the Committee's recommendations at its sixteenth session in 2008 on disaster risk reduction, and to consider how such recommendations might be expanded and broadened in light of disaster impact trends.

67. Following a briefing at its last session by Margareta Wahlstrom, Special Representative of the Secretary-General for Disaster Risk Reduction, the Committee requested the Inter-Agency Secretariat of the International Strategy for Disaster Reduction to make available a tool for Committee members to assess their institutions on the state of mainstreaming disaster risk reduction. The outcome of this survey was presented to the current session by Helena Molin Valdes, Director a.i. of the Inter-Agency Secretariat of the International Strategy for Disaster Reduction. Based on the results of the self-assessment tool, previous discussion with CEB and the Committee, as well as related findings of the midterm review of the Hyogo Framework for Action, the Committee was asked to establish a director-level, time-bound working group, facilitated by the Special Representative of the Secretary-General, to develop: (a) a checklist/toolkit to further guide mainstreaming; and (b) a strategic plan of action to ensure the highest possible degree of coherence and effectiveness of the United Nations system in the field of disaster risk reduction.

68. Ms. Valdes informed the Committee that the findings of the survey reflected the broad recognition that disaster risk reduction needed to be more effectively integrated into sustainable development policies, planning and programming in order to achieve a substantial reduction of disaster losses, in lives and in the social, economic and environmental assets of communities and countries. She thanked

Committee members for their very positive responses, which demonstrated a noteworthy commitment to the topic of disaster risk reduction by the United Nations system.

69. She noted that the majority of the United Nations system organizations had referred to a mandated engagement on disaster risk reduction. Nevertheless, United Nations system engagement primarily remained at the technical level with only a small number of organizations ensuring institutional priority or strategic focus on disaster risk reduction. Several agencies still focused mainly on humanitarian or post-disaster aspects of disaster risk reduction and less on building resilience in their sectors and preventative action. The survey findings also pointed to fewer strategic and institution-wide approaches at headquarter locations which were needed to influence the global agenda and provide support to national programmes.

70. Ms. Valdes added that much effort was being expended by United Nations system organizations to monitor work on disaster risk reduction within their broader institutional monitoring of development or humanitarian impacts, but with little evidence of established standards for monitoring and/or links to related country-level efforts in the context of the United Nations Development Assistance Framework and/or monitoring of the Hyogo Framework for Action. Monitoring could be more effectively used to provide best practice for mainstreaming disaster risk reduction in sustainable development. She added that while respondents had also referred to a number of studies and tools, only a few organizations cited the availability of standard guidance and inter-agency coordination mechanisms or had dedicated staff capacity in their respective regional offices.

71. The analysis of the responses to the questionnaire provided an initial overview of efforts by the United Nations system to integrate disaster risk reduction. These efforts had been complemented by the appointment of a high-level Special Representative of the Secretary-General, the convening of the world's foremost gathering on reducing disaster risk through the Global Platform for Disaster Risk Reduction, and building the resilience of communities and nations through the Global Facility for Disaster Reduction and Recovery. In spite of all these efforts, gaps in mainstreaming still existed. The responses provided the basis for an exchange of opinions on closing these gaps by achieving greater coherence, on the basis of which a consolidated United Nations framework on resilience could be built. This would enable the United Nations system to better integrate disaster risk reduction in its work and contribute to the Rio+20 post-2015 development agenda and a post-2015 framework for disaster risk reduction.

72. Participants noted that the findings presented opportunities for greater coherence within the United Nations system on disaster risk reduction and identified ways to more systematically mainstream disaster risk reduction in close consultation with national authorities. Various organizations were taking steps to bolster their support for disaster risk reduction, including the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) which, given the strong gender dimension to disaster risk reduction, was developing its corporate policies and thematic guidance. Some participants also noted that disaster risk reduction was also an area of increasing coordination between the United Nations system and the regional commissions.

73. Participants supported the preparation of a toolkit to assist the United Nations system in mainstreaming disaster risk reduction. Recent examples from ILO and the

Food and Agriculture Organization of the United Nations (FAO) in developing similar tools to mainstream decent work and agriculture, respectively, could offer guidance. However, participants requested clarification of the objectives and terms of reference of the proposed working group.

74. **The Committee requested the Inter-Agency Secretariat of the International Strategy for Disaster Reduction, under the leadership of the Special Representative of the Secretary-General, to lead the preparation of the proposed checklist for the United Nations system to mainstream disaster risk reduction, taking into account ongoing policies and programmes. These efforts should build on existing inter-agency mechanisms and thematic platforms. The Committee also requested the Special Representative to convene a time-bound senior management group to prepare a system-wide plan of action on how to more strategically identify and act on core issues and gaps in disaster risk reduction. The Committee would revert to this issue at its twenty-fifth session in the second quarter of 2013.**

E. Climate change

75. At its twenty-first session, the Committee agreed to extend the mandate of the Working Group on Climate Change for another year, in order to forge a unified approach to the seventeenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change in Durban, South Africa, and to develop programmatic approaches to support the implementation of climate change actions. At its twenty-second session, the Committee reviewed the Group's proposed approach to Durban, stressed the need for the system to be strategic and recommended a focus on key policy issues. It also agreed to hold a high-level CEB side event, which was held on 7 December 2011 and moderated by the Chair of the Committee, with the participation of the Secretary-General, the Executive Heads of the United Nations Framework Convention on Climate Change, UNDP, the United Nations Industrial Development Organization (UNIDO), WMO, the Vice-President of the World Bank and ministers of India, Italy, Kenya and Samoa.

76. Elena Manaenkova, Assistant Secretary-General of the World Meteorological Organization and Chair of the Committee's Working Group on Climate Change, briefed the Committee on progress made to date on the activities of the Working Group and provided suggestions regarding the way forward. Ms. Manaenkova introduced the report of the meeting of the Working Group on Climate Change, held on 17 February 2012, during which the Group reviewed the status of implementation of its 2011 plan of activities and priorities and reflected on its future programme of work.

77. In assessing the particular value added of the body, Ms. Manaenkova noted that the Working Group had identified several critical areas in which its work contributed to supporting efforts of Member States to address climate change challenges. The Working Group had mobilized the wide range of expertise and knowledge available within United Nations system organizations and promoted programmatic coherence through information-sharing and by undertaking several initiatives, which had already helped Member States in implementing climate change action, and by streamlining climate-related issues in individual programmatic mandates of United Nations system organizations. These included, for

example, UN CC:Learn (with 32 partners and five country-level pilot projects), REDD-plus (implemented in 40 countries), an international partnership on climate-smart agriculture, the Climate Finance Options platform (climate finance tracking, monitoring and finance services to countries), the Global Framework for Climate Services (under implementation through an intergovernmental process), and Climate for Development in Africa (ClimDev), an initiative launched in 2007 and now sponsored by the African Union, the Economic Commission for Africa (ECA) and the African Development Bank (AfDB) and implemented by a new dedicated entity, the African Climate Policy Centre.

78. Ms. Manaenkova also noted that there was an important future role to play for the Working Group in further advancing strategic, programmatic and operational coherence and coordination of United Nations system multisectoral activities at the global and regional levels. She noted that the Group recommended adding "mitigation" as an explicit focus area of its work programme in light of new developments and enhanced opportunities to support countries' mitigation efforts through joint action at the global level. Renate Christ, Secretary of the Intergovernmental Panel on Climate Change, joined Ms. Manaenkova in noting the importance of the work of the Working Group and requested that the Panel be invited to participate in its work.

79. Participants thanked Ms. Manaenkova for her efforts in chairing the Working Group and concurred with the need to extend its mandate. They supported the inclusion of "mitigation" as an additional priority focus area for the Group. Participants also called for greater coherence between the work of the Group and the United Nations Development Group Task Team on Environmental Sustainability, Climate Change and Rio+20.

80. **The Committee agreed to extend the mandate of its Working Group on Climate Change for another two years. The Committee requested Ms. Manaenkova to continue as Chair, and that the Group hold further in-depth discussions on its plan of activities and priorities in 2012. The Committee also agreed to include "mitigation" as an additional priority focus area for the Group and urged closer coordination with the United Nations Development Group Task Team on Environmental Sustainability, Climate Change and Rio+20. Finally, the Committee agreed to invite the Intergovernmental Panel on Climate Change to participate in the work of the Group. The Committee will revert to this issue at its twenty-seventh session in the second quarter of 2014, with periodic updates from the Chair of the Working Group to the Committee.**

IV. Programme matters

A. Quadrennial comprehensive policy review

81. Navid Hanif, Director of the Division for Economic and Social Council Support and Coordination, provided an overview of the salient features and dominant themes of the 2012 quadrennial comprehensive policy review process. He reminded the Committee that the quadrennial comprehensive policy review was a mechanism through which the General Assembly assessed the effectiveness, efficiency, coherence and impact of United Nations operational activities for development. In addition, the review established system-wide policy orientations for

the development cooperation and country-level modalities of the United Nations system in response to the evolving international development cooperation environment. In the fourth quarter of 2012, the Assembly was expected to adopt a new resolution on quadrennial comprehensive policy review, providing guidance on how to improve the relevance, effectiveness and efficiency of the support provided by the United Nations development system to programme countries.

82. He noted that the quadrennial comprehensive policy review process was being carried out within the context of a rapidly changing development cooperation landscape, owing to geo-economic realignments. Relevant features included changing needs of programme countries, including the growing prominence of middle-income developing countries and the situation of countries emerging from conflict; the mounting scale and scope of South-South cooperation; a funding environment characterized by fiscal austerity; and the expanding role of non-State development stakeholders, including non-governmental organizations (NGOs), foundations and the private sector.

83. These trends, combined with an enhanced focus on efficiency, effectiveness and operational impact on the ground, challenged the United Nations system to adjust its strategic focus, funding options and business practices. The guidance and directives of the quadrennial comprehensive policy review were aimed at helping to maintain the relevance of the United Nations development system in an increasingly competitive and fast-changing global environment. Mr. Hanif stressed that, in this context, the system needed to apply a more pragmatic and flexible approach to coherence and cooperation that better responded to individual country needs and circumstances. In this context, he mentioned some of the initial findings of the studies regarding the resident coordinator system and the United Nations Development Assistance Framework. He said that there was a need to adjust these tools to country-specific situations and that the supply side approach should be discontinued.

84. He invited the Committee to identify specific strategic issues related to the quadrennial comprehensive policy review process, in particular related to the Organization's comparative advantages and strengths vis-à-vis the emergence of the growing number of new development actors and stakeholders, funding modalities for operational activities and systemic challenges related to governance issues. Mr. Hanif also thanked United Nations Development Group members for their cooperation in the quadrennial comprehensive policy review preparatory process.

85. Following the presentation, participants agreed with Mr. Hanif's assessment that the United Nations system was facing considerable challenges in a radically changing environment for development cooperation and pointed to the importance of the quadrennial comprehensive policy review to assist the United Nations system to better respond to changing realities on the ground. The quadrennial comprehensive policy review process was seen by many as an opportunity to advance Member States' understanding of the critical role of the United Nations at the global, regional, and national levels by highlighting key areas of the Organization's work in both the normative and operational realms. It was essential that the quadrennial comprehensive policy review process demonstrated the effectiveness and value added of United Nations development cooperation and addressed critical areas of concern regarding funding modalities for operational activities.

86. It was also noted that the quadrennial comprehensive policy review process allowed for addressing the need for increasing support for the resident coordinator system, the importance of United Nations norms and principles, including human rights, for operational activities, the role of the United Nations in providing policy advice and technical support, knowledge-sharing, standard-setting and contributing to medium- and long-term development and transformational change at the country level. The United Nations Development Group human rights mainstreaming mechanism was seen as an important joint advocacy tool to advance the Organization's normative agenda.

87. Members also underscored the importance of linking the quadrennial comprehensive policy review process with other ongoing policy processes, including with regard to sustainable development and the post-2015 development agenda. Some members suggested that the discussion on the quadrennial comprehensive policy review revealed a number of fundamental issues related to the policy coherence role of the Committee, the difficult prioritization process inside the United Nations and the increasing risk of being driven by short-term as opposed to long-term development impacts, which should both be further discussed and aligned with the Committee's work on moving towards a fairer, greener and more sustainable globalization. The need to urgently articulate a dialogue within the Committee on the post-2015 development agenda was emphasized in this regard.

88. **The Committee thanked the Department of Economic and Social Affairs for the consultative process in preparing the report of the Secretary-General. Committee members were invited to provide further contributions in writing to the Department of Economic and Social Affairs in the lead-up to the quadrennial comprehensive policy review.**

B. System-wide action plan on gender equality and the empowerment of women

89. Lakshmi Puri, Assistant Secretary-General for Intergovernmental Support and Strategic Partnerships, introduced the United Nations system-wide action plan on implementation of the United Nations system-wide policy on gender equality and the empowerment of women. She recalled that CEB, in 2006, had endorsed a system-wide policy on gender equality and the empowerment of women, in accordance with Economic and Social Council agreed conclusions 1997/2. In addition, CEB had requested that the Inter-Agency Network on Women and Gender Equality develop, in broad consultation with the United Nations system, a system-wide action plan that would operationalize the policy and accelerate gender mainstreaming within the United Nations system. CEB had agreed that the action plan would specify in detail the actions required for implementing the six main elements of the strategy, reflect a system-wide understanding of concepts, norms, standards and indicators, and build on lessons learned and the achievements of each individual organization. The Chair of the Inter-Agency Network was asked to report to the High-level Committee on Management and the High-level Committee on Programmes on the implementation of the action plan, which had now been finalized. Ms. Puri noted that UN-Women had accomplished and finalized the plan within a six-month period.

90. She added that, under the leadership of UN-Women, as Chair of the Inter-Agency Network, a preparatory process for the development of the system-wide action plan had been carried out that involved extensive consultations with more than 50 entities of the United Nations system and included a pilot exercise. The pilot exercise covered a diverse cross-section of United Nations organizations to test the plan's feasibility and viability. The process resulted in the development of the system-wide action plan as a unified gender framework designed to promote common understanding, enhanced coherence, systematic self-assessment and a progressive approach to gender mainstreaming. Ms. Puri underscored that the system-wide action plan transformed accountability for the work on gender equality of United Nations system entities from a reactive to a proactive one. It served to provide simultaneously both a snapshot of the state of gender in the entity and an aspirational guide showing the direction in which managers might progress. The system-wide action plan, which included a set of 15 common system-wide performance indicators, constituted a framework for reporting and accountability that was expected to markedly advance gender equality and the empowerment of women in the policies and programmes of United Nations system organizations.

91. Ms. Puri noted that reporting on the system-wide action plan would commence in 2013 with the creation of a baseline for the United Nations system. Such reporting would contribute to the report of the Secretary-General to the Economic and Social Council on mainstreaming a gender perspective into all policies and programmes in the United Nations system. It would thus facilitate and substantiate accountability to Member States for the work of the United Nations system on gender equality and the empowerment of women. She added that the roll-out of the system-wide action plan over the next year was critical and would require the continued engagement of all United Nations system entities, backstopped by UN-Women. She stressed that the centrality of the roll-out phase for the sustainability and success of the system-wide action plan could not be overly emphasized.

92. Following Ms. Puri's presentation, the Committee members congratulated UN-Women on the highly successful preparation of the system-wide action plan, noting with appreciation the outstanding collaborative and inclusive approach that had been applied throughout the process of developing the action plan. Representatives of organizations that had participated in the pilot exercise emphasized the framework's practical application and usefulness in advancing gender equality and the empowerment of women in the policies and programmes of the United Nations system, noting that the high quality of the system-wide action plan consultative process also matched its substantive soundness, and they commended both. In a number of entities, the action plan had already proved inspirational and motivated United Nations agencies to take additional action at the corporate level to strengthen institutional gender policies, providing both a valuable tool for advocacy and galvanizing efforts and interest both within and across the entities. Several representatives of technical agencies noted with appreciation the flexibility built into the plan, which met the particular needs of their organizations. Others noted that the returns on investing in the system-wide action plan far exceeded the inputs that were required. The return on investment of the exercise was high as a result of the thoroughness with which it had been prepared.

93. **The Committee took note with great appreciation of the progress achieved in the development of the United Nations system-wide action plan on**

implementation of the United Nations system-wide policy on gender equality and the empowerment of women. It highlighted the exemplary practice in coordination, coherence, collaboration and substantive quality of the results achieved under the leadership of UN-Women. The Committee also encouraged United Nations system entities to take the system-wide action plan forward in order to ensure a seamless continuum from development to implementation.

V. Other issues

A. United Nations plan of action on the safety of journalists and the issue of impunity

94. The Committee noted that UNESCO had requested it to consider, for possible endorsement by CEB, a United Nations plan of action on the safety of journalists and the issue of impunity. The plan of action, drafted during an inter-agency meeting convened by the Director General of UNESCO on 13 and 14 September 2011, included measures such as the establishment of a coordinated inter-agency mechanism to deal with issues pertaining to the safety of journalists and impunity.[2]

95. Guy Berger, Director of the Division of Freedom of Expression and Media Development of UNESCO, briefed the Committee on the elements of the plan of action. He cited the staggering number of journalists and media workers killed or injured while performing their professional duties. He emphasized the gravity of the problem and the importance of guaranteeing journalists a free and safe environment, in which they could fully exercise their right to freedom of expression, thereby safeguarding the wider population's right to accurate information. Mr. Berger also informed the Committee that the initiative included measures, such as the establishment of a coordinated inter-agency mechanism, to deal with issues pertaining to the safety of journalists and impunity that would involve the monitoring of progress at both the national and international levels. Safety and impunity were also to be incorporated into United Nations contributions to national strategies, notably development assistance programmes and the possible inclusion of media stakeholders in some of the preparatory processes of development assistance frameworks. Mr. Berger added that the plan also foresaw the extension of work already conducted by UNESCO to prevent crimes against media workers. This included assisting countries to develop legislation and mechanisms favourable to freedom of expression and information, and supporting their efforts to implement existing international rules and principles, in particular the 1997 UNESCO General Conference resolution regarding violence against journalists. In addition to its submission to CEB for endorsement, UNESCO intended to present the plan of action to the March 2012 session of its International Programme for the Development of Communication.

96. Participants expressed support for the plan of action and requested UNESCO, through its inter-agency-led process, to elaborate a mechanism and workplan that the Committee could take forward.

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[2] The plan of action is available from: http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/CI/CI/pdf/IPDC/ipdc_dg_safety_report_rev.pdf

97. **The Committee agreed to support the plan of action and forward it to CEB for its consideration and subsequent endorsement.**

B. World Summit on the Information Society

98. Doreen Bogdan, Chief of the Strategic Planning and Membership Department of the International Telecommunication Union (ITU), recalled that the Secretary-General of ITU had addressed CEB at its session in the second quarter of 2011 to initiate a process of consultations on a possible framework for the 2015 review of the implementation of the outcomes of the World Summit on the Information Society, pursuant to the Tunis Agenda for the Information Society and General Assembly resolution 60/252. Mr. Touré had highlighted the ITU resolution on the overall review of the implementation of the World Summit on the Information Society outcomes, which included a proposal to hold a high-level event organized under the aegis of CEB based on a multi-stakeholder approach. He further proposed that the United Nations Group on the Information Society, under ITU leadership, prepare a plan of action to organize the proposed high-level meeting, to be held in 2014. The Board welcomed the briefing, approved the proposal and requested that the plan of action be presented to it at its session in the second quarter of 2012.

99. Ms. Bogdan presented the proposed plan of action, noting that in follow-up to the CEB decision, ITU, as Chair of the United Nations Group on the Information Society, had initiated an open consultation process with more than 250 World Summit on the Information Society stakeholders from more than 100 countries who had been contributing proactively to the process. This process had formed the basis for the elaboration of the plan of action, consisting of proposed expected final outcomes of the overall review process and the proposed preparatory process and meetings within the framework of the overall review up to 2015. The process built on close collaboration with the Commission on Science and Technology for Development. Following the conclusion of the open consultation process, the legislative body of ITU resolved to support the organization of a high-level event on the overall review in 2014. In addition, the UNESCO General Conference agreed to support an event in 2013.

100. In the ensuing discussion, participants expressed appreciation for the plan of action and resolved to support the series of events to be held in the run-up to the World Summit on the Information Society review. Some concerns were raised on the number of meetings and reporting requirements included in the plan of action.

101. **With these considerations transmitted to ITU, the Committee agreed to forward the plan of action to CEB for its consideration and subsequent endorsement (annex V).**

C. Report of the Environmental Management Group on the framework for advancing environmental and social sustainability in the United Nations system

102. For the past two years, an inter-agency initiative had been exploring how to advance environmental and social sustainability in the United Nations system, under the guidance of the Environmental Management Group. The result was the issuance

of a report on advancing environmental and social sustainability in the United Nations system, which included a broad policy statement and framework for joint action.

103. Hossein Fadaei, Acting Secretary of the Environmental Management Group, presented the report, noting in particular that the environmental and social sustainability initiative would assist the United Nations system to collectively measure its progress towards sustainability as a whole, and to better see the risks, opportunities and trade-offs inherent in its work. He added that a number of norms and standards had already been developed but that there was no coherent institutional strategy for making these principles and norms operational across the United Nations system. The framework would fill that gap by enabling organizations of the United Nations system to continue internalizing sustainability principles into its policies, programming and operations in a systematic and coherent manner, thus allowing them to lead by example and work in a more efficient and accountable manner.

104. The report, which was the result of inter-agency consultations co-chaired by UNDP and UNEP with contributions from 23 United Nations entities, was approved by senior officials of the Environmental Management Group in September 2011. Achim Steiner, Chair of the Environmental Management Group, was requested to submit the report to CEB for its consideration and follow-up action. The next step was to evolve the policy-level framework into an implementation plan and an operational model that could be adapted and used by individual United Nations entities. Additional work was also required to strengthen the social and economic dimensions of the framework.

105. Participants welcomed the report and the sustainability framework. They agreed on the need for the United Nations system to capitalize on efforts of the Environmental Management Group and a commitment by the United Nations system to implement the framework. It was suggested that the report and its framework could also be a relevant subject for a future CEB side event.

106. **The Committee took note of the report of the Environmental Management Group on the framework for advancing environmental and social sustainability in the United Nations system. The Chairs of the subsidiary bodies of CEB (the High-level Committee on Management, the High-level Committee on Programmes and the United Nations Development Group) and the Chair of the Environmental Management Group may wish to consider how the report and its framework could be considered by the United Nations system.**

D. UN-Water

107. Federico Properzi, Chief Technical Adviser of UN-Water, presented the contribution and deliverables of UN-Water to the Rio+20 Conference and beyond. In opening his presentation, he reminded Committee members that UN-Water was a functional network of the Committee aimed at strengthening coordination and coherence among United Nations system organizations dealing with issues related to all aspects of freshwater and sanitation. UN-Water, at its meeting in February 2012, had agreed to four overall goals in support of the overarching objective of ensuring universal coverage of water supply and sanitation services as a central development goal. These goals included facilitating the implementation of a United Nations

system-wide 10-year initiative to provide universal access to safe drinking water and adequate sanitation, defining appropriate development targets for wastewater management and treatment, supporting countries in adopting and implementing measures for improving water resource management, and undertaking a global review of progress against key development targets.

108. **The Committee took note of the UN-Water deliverables.**

E. Consolidation of the CEB secretariat

109. Thomas Stelzer, Secretary of CEB, provided the Committee with survey results on the consolidation of the CEB secretariat. He informed the Committee that the General Assembly had requested the Secretary-General, in his capacity as Chair of CEB, to consult United Nations system organizations on consolidating the CEB secretariat at United Nations Headquarters in New York and to report thereon to the Assembly at its sixty-seventh session.

110. Mr. Stelzer noted that a brief study examining the advantages and disadvantages of the current as well as proposed arrangements was currently being prepared. He emphasized that the most recent review of the role and function of CEB, which was initiated in 2007, had not been completed. The review had been envisaged as a two-stage process, with decisions to be taken in the first phase that would be reviewed after two years, with necessary adjustments to be made in light of experience gained. In this regard, the issue of consolidating the CEB secretariat was to be viewed within the wider context of the second phase of the CEB review, which the Secretary-General intended to undertake during his second term. The second phase of the review of CEB would take stock of experience gained to date and cover pending as well as possible new recommendations for the Secretary-General's and the Board's consideration in the fourth quarter of 2012. He noted that the Secretary-General would consult with CEB members on this matter at the forthcoming session of CEB in the second quarter of 2012.

F. High-level Committee on Programmes retreat

111. Participants noted in their interventions throughout the Committee's consideration of its various agenda items th. . the policy coherence role of the Committee needed to be reviewed, possibly at a dedicated retreat which would, inter alia, look at the Committee's forward-looking workplan and working methods. They noted that the Committee had under consideration a number of agenda items that merited a deeper reflection to ensure coherent and collective action by the United Nations system. Given the critical importance and system-wide dimension of the post-2015 development agenda, it was suggested that this issue be added to the agenda of future Committee meetings.

112. Achim Steiner, Chair of the High-level Committee on Programmes, observed that a dedicated retreat session at the Committee's next session could enable a serious reflection on: (a) managing how the Committee follows up on its work, particularly on issues addressed to it by CEB; and (b) how the Committee could, through the second phase of the review of CEB, articulate its experiences, including in interfacing with other CEB subsidiary mechanisms and other processes, such as the quadrennial comprehensive policy review, with a view to identifying areas of

duplication or complementarity. Mr. Steiner proposed that the Committee add an extra day to its session in New York in the fourth quarter of 2012 at the Greentree Estate to discuss this and a suggestion was made that the Committee may also wish to hold an intersessional meeting on relevant issues in the margins of the Economic and Social Council, when most of its members would be in New York.

113. **The Committee agreed to add an extra day to its twenty-fourth session in the fourth quarter of 2012, which would be held from 13 to 15 September.**

G. Future sessions

114. The Committee confirmed that it would hold its twenty-fourth session on Thursday, 13 September, Friday, 14 September and Saturday, 15 September 2012 in New York. The Committee would dedicate its session on Saturday, 15 September to discussing its role and function.

Annex I

Agenda

1. Sustainable development: preparations for Rio+20 and beyond:
   (a) Preparations for Rio+20;
   (b) Oceans compact;
   (c) Rio+20 and beyond.
2. Follow-up to decisions taken by the High-level Committee on Programmes and CEB:
   (a) Regional dimension of development;
   (b) Human rights and development;
   (c) The world at 7 billion and beyond;
   (d) Disaster risk reduction;
   (e) Climate change.
3. Programme matters:
   (a) Quadrennial comprehensive policy review;
   (b) System-wide action plan on gender equality and the empowerment of women.
4. Other issues:
   (a) United Nations plan of action on the safety of journalists and the issue of impunity;
   (b) World Summit on the Information Society;
   (c) Report of the Environmental Management Group on the framework for advancing environmental and social sustainability in the United Nations system;
   (d) UN-Water;
   (e) Consolidation of the CEB secretariat;
   (f) High-level Committee on Programmes retreat;
   (g) Future sessions.

Annex II

List of participants

Chair: Achim Steiner (United Nations Environment Programme)

Vice-Chair: Elliott Harris (International Monetary Fund)

Secretary: Phyllis Lee (CEB secretariat)

United Nations	
Executive Office of the Secretary-General	Janos Pasztor
Department of Economic and Social Affairs	Thomas Stelzer (Secretary of CEB) Navid Hanif
Office of the High Commissioner for Human Rights	Craig Mokhiber Stefania Tripodi
Regional Commissions	Amr Nour
United Nations International Strategy for Disaster Reduction	Helena Molin Valdes Tom Hockley
Office of Legal Affair.	Serguei Tarassenko
International Labour Organization	Telma Viale Ana Romero Raymond Torres
Food and Agriculture Organization of the United Nations	Lorraine Bernadine Williams Abdessalam Ould Ahmed
United Nations Educational, Scientific and Cultural Organization	Hans D'Orville Guy Berger Krista Pikkat
World Health Organization	Andrew Cassels Ivana Milovanovi
World Bank	Dominique Bichara
International Monetary Fund	Axel Bertuch-Samuels
Universal Postal Union	Olivier Boussard
International Telecommunication Union	Doreen Bogdan Beatrice Pluchon
World Meteorological Organization	Elena Manaenkova Christian Blondin
International Maritime Organization	Zhu Jianxin Jesper Loldrup

World Intellectual Property Organization	Naresh Prasad Sherif Saadallah Muhammed Enayet Mowla
International Fund for Agricultural Development	Luis Jiménez-McInnis
United National Industrial Development Organization	Sarwar Hobohm
International Atomic Energy Agency	Margit Bruck-Friedrich
World Trade Organization	Emmanuelle Ganne Karsten Steinfatt
World Tourism Organization	Marcio Favilla
* * *	
United Nations Conference on Trade and Development	Richard Kozul-Wright Lucas Assuncao Mongi Hamdi Padmashree Sampath Alexey Vikhlyaev Enrique Pacini
United Nations Development Programme	Cécile Molinier
United Nations Environment Programme	Angela Cropper Jan Dusik Enrik Slotte Elizabeth Mrema Barbara Ruis Corli Pretorius Maaike Jansen
Office of the United Nations High Commissioner for Refugees	Steven Corliss Adelmo Risi
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Robert Stryk
United Nations Children's Fund	Gunilla Olsson
United Nations Population Fund	Mabinque Ngom Ralph Hakkert
World Food Programme	Paul Larsen
United Nations Office on Drugs and Crime	Sandeep Chawla
United Nations Human Settlements Programme	Cecilia Martinez

UN-Women	Lakshmi Puri Aparna Mehrotra Asger Ryhl
* * *	
Joint United Nations Programme on HIV/AIDS	Emelia Timpo
United Nations System Staff College	Jafar Javan
Environment Management Group secretariat	Hossein Fadaei
Intergovernmental Panel on Climate Change	Renate Christ
* * *	
CEB secretariat	Xenia von Lilien Yasin Samatar
UN-Water	Federico Properzi

Annex III

Chief Executives Board for Coordination joint statement for Rio+20

1. We, the members of the United Nations System Chief Executives Board for Coordination, are strongly committed to the success of the United Nations Conference on Sustainable Development (Rio+20). We recognize that sustainable development has been an overarching goal of the international community since the United Nations Conference on Environment and Development in 1992. We urge world leaders who will gather at Rio+20 to renew the political commitment towards this goal so as to reset the world on a sustainable development path.

2. We reaffirm the continuing validity of the outcomes of the United Nations Conference on Environment and Development. Sustainable development, with its interlinked economic, social and environmental pillars, remains a top priority for our organizations.

Progress towards sustainable development

3. In the two decades since the United Nations Conference on Environment and Development, the world has undergone tremendous change. We have added nearly one and a half billion people to the planet — around a billion in our cities — and brought hundreds of millions of people out of the worst kind of poverty. Yet more needs to be done. Actions taken today and during the next decades will define our population future.

4. Many people now live longer and healthier lives; child mortality rates have declined substantially. Maternal mortality has fallen, more women have access to reproductive health services, more children and young people — boys and girls alike — are attending and completing school. There has been considerable progress in empowering women and disadvantaged groups. Information and communication technologies (ICTs) are broadening people's horizons, improving their education and expanding their choices.

5. We acknowledge the broad progress that has been made in many regions, including in achieving the Millennium Development Goals. However, despite the gains, we observe massive disparities between and within regions and countries.

New global landscape

6. We have witnessed a redesign of the global political and economic landscape with a new set of pacesetters and change-makers, including dynamic developing countries, and within countries, women and youth in particular.

7. However, the benefits of globalization have not been shared equally. Economic growth has not generated sufficient jobs in the quantity and quality needed. High youth unemployment and gender inequality persist, dimming the aspirations of a generation. The voices of women and youth are still too often not sufficiently taken into account in decision-making.

8. Nearly 1 billion people go hungry. Some 200 million children suffer stunting. We urge world leaders to redouble efforts to eradicate hunger and realize food and nutrition security for all. We call for scaled-up investments in social protection,

safety nets and food assistance programmes as well as in sustainable agricultural production, to ensure that nutritious food is available and accessible for all, particularly the most vulnerable people.

International cooperation and action

9. We need to reinvigorate Agenda 21's global partnership for sustainable development and significantly scale up our achievements to date. We have no time to waste.

10. We recognize that addressing long-term threats to human and ecological well-being through international cooperation and action has been difficult. Governments are often pressed to cope with immediate domestic socioeconomic difficulties and the aftermaths of disasters. However, it is equally important to be mindful of intergenerational equity and protect our planetary home.

11. Countries have reduced fatalities from disasters thanks to growing prosperity and progress in science and technology. Yet many environmental challenges require urgent international cooperation and action to avoid catastrophic damage to the planet we leave to our descendants. A binding agreement to limit greenhouse gases emissions must quickly be reached to prevent mass migration and displacement from climate change impacts.

Revisiting the current economic model

12. The multiple global crises have brought into question our current volatile economic model, which has neglected natural resources impacts and social justice. Food and fuel crises have particularly highlighted the risks arising from resource constraints such as energy. A new development model is now needed, centred on the planet, its people and fairness, with full respect for all human rights and fundamental freedoms.

13. We recognize that broad-based economic growth has been and continues to be the most effective contributor to poverty eradication. But meeting the needs of a growing world population requires a more balanced distribution of resources.

14. Growth in the twenty-first century must use far less energy and resources, pollute less, generate sufficient decent work and include all sectors of the population, including women and youth. We see an inclusive green economy, enabled by sufficient institutional and policy space, as a tool that provides such growth.

15. We recognize sustainable consumption and production patterns and trade as enablers of such growth. Policies must avoid trade protectionism and negative impacts, especially on the poor and vulnerable groups and on the livelihood potential of future generations.

16. Nations will need to overcome a number of hurdles — financial, technological and institutional — to make the most of the opportunities that a green economy might offer so as to benefit all sectors of society, including the poor and most vulnerable. Capacity-building in the areas of science, technology and innovation in developing countries — enabled through increased support from the international community and facilitated by ICTs — is needed to smooth the transition to sustainable development.

Goals, accountability and measuring progress

17. We are heartened that momentum is building for agreeing at Rio+20 to define sustainable development goals. These will need to complement and reinforce the Millennium Development Goals, which have been instrumental in advancing poverty eradication and social development. The sustainable development goals should form part of an integrated, coherent agenda for addressing the critical changes of the post-2015 period.

18. We stress that a key feature of the sustainable development goals should be that, while respecting national sovereignty and policy space as well as common but differentiated responsibilities and other United Nations principles, they would apply to all countries and unite them in common efforts to tackle sustainable development challenges. We strongly emphasize that many developing countries will continue to need financial and technological support in their efforts to integrate the three pillars of sustainable development.

19. Our hope is that Rio+20 will deliver a firm commitment in this regard and identify the critical areas for the further careful elaboration of goals by an agreed deadline.

20. A number of priority issues have emerged that might serve as the basis for identifying sustainable development goals at Rio+20. These include: equity, poverty, decent jobs, sustainable agriculture and food security, energy, water, sanitation, climate change, oceans, sustainable cities, sustainable transport, tourism, disaster risk reduction, health including reproductive health, population, education, including for sustainable development, science, culture, youth, access to information, gender equality and women's empowerment and better indicators, accounting frameworks, and analytical tools for progress, based on more and better data, taking into account the needs of people today and in coming generations.

Institutional framework for sustainable development

21. Rio+20 provides an opportunity to strengthen the institutional framework for effective coordination and support to Member States in achieving sustainable development.

22. We urge world leaders to commit and follow through in integrating the three pillars of sustainable development, accelerating implementation and improving coherence of actions among all actors, including different parts of the United Nations system and the international financial institutions. We urge that the integration of the pillars be reflected in improved and integrated decision-making at all levels, reflecting the voices and fostering the participation of all major groups of society, including women, children and youth, indigenous peoples, workers and trade unions, business and industry, farmers, local authorities and the scientific and technological communities.

23. We call for putting in place a strengthened institutional framework to advance integration, implementation and coherence and for concrete proposals to make that happen. A number of Governments and civil society organizations are calling for a sustainable development council. Others propose a high-profile body for sustainable development. Many advocate strengthening the General Assembly and the Economic and Social Council to guide and promote sustainable development. Many also propose the strengthening of UNEP.

United Nations system coherence

24. We must better organize expertise within the United Nations system and the international community to deliver coordinated and coherent policy advice, capacity-building and finance to Governments to assist them with the design and implementation of public policies and strategies for sustainable development.

25. These issues require a coordinated approach by the United Nations system, stakeholders from Government, civil society and the private sector, to find joint innovative and lasting solutions to the challenges of sustainable development.

26. Rio+20 should identify a framework of action and seek a substantial increase and allocation of new, additional, predictable and adequate financial resources, official development assistance, grants and credits and investment — particularly for social sectors, including women and youth and for the development of infrastructure and productive capacities — in order to support the implementation of national policies and development strategies in developing countries.

Reviving the spirit of Rio

27. We also reaffirm the importance of respect for all human rights and fundamental freedoms, including the right to development as well as gender equality, and of a commitment to just, equitable and democratic societies for sustainable development. We urge world leaders to achieve ratification of and universal participation in all the treaties and conventions promoting the integration of the three pillars of sustainable development, including those relating to human rights and fundamental freedoms, such as workers' and migrants' rights, rights of refugees, stateless and internally displaced persons, and rights of women, children and youth, as well as those relating to natural resources, international transport, oceans and seas and land use.

28. Rio+20 must provide the road map to the future we want — a future with peace, dynamic economic and social development, universal social well-being and a healthy and equitable environment for present and future generations where women and men, boys and girls equally contribute to and benefit from development.

29. Rio+20 must revive the "spirit of Rio" and be a development implementation conference. It must result in a compelling political document that must be accompanied by actions.

30. Let all States and stakeholders also come to Rio+20 ready to announce and launch new voluntary initiatives for sustainable development that will make a measurable difference to peoples' lives and the welfare of ecosystems.

31. As chief executives of the United Nations system, it is our sincere hope that the outcomes of Rio+20 will rise to these challenges.

Annex IV

Fairer, greener, more sustainable globalization

Synthesis report of the High-level Committee on Programmes

I. Introduction

1. Globalization, conventionally defined as a process of economic integration between countries, has opened up significant opportunities for improving the living standards of women and men throughout the world.[1] And yet, at the same time, globalization has not fully realized its potential for shared prosperity. It has, instead, occurred against a backdrop of widening social inequalities,[2] continued environmental degradation and a pattern of economic growth that is not sustainable over the long term.

2. The real issue is not globalization as such but the proper management of its effects.[3] Most of the social, environmental and economic imbalances associated with globalization are not the outcome of the process itself, nor do they justify any systematic attempt to slow or reverse the globalization process. Instead, they reflect the inability of existing policies and institutions to address the various trade-offs and conflicts of interest that characterize most interactions.

3. This report argues that a coherent national and global policy approach integrating the three pillars of sustainable development can help make the results of globalization fairer, greener and more sustainable by addressing the trade-offs — perceived or real — between economic, social and environmental objectives, and tackling the existing imbalances. This approach would prioritize core United Nations values, such as the primacy of people's rights and aspirations, including in terms of social and economic well-being, while ensuring that the pursuit of these rights and aspirations is consistent with preserving the natural environment and respectful of our responsibilities towards future generations.

4. The report starts with a brief diagnosis of globalization, its benefits and the social, environmental and economic challenges that should be addressed (section II). It then examines a comprehensive policy approach for making globalization fairer, greener and more sustainable (section III). Finally, section IV discusses possible reform options of global governance that would help consensus and action around the policy package identified in the previous section, with particular focus on the role of the United Nations system.

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[1] Globalization is a multifaceted, multidimensional phenomenon. In addition to economic and financial globalization, there is the globalization of technologies (particularly evident in the spread of information and communications technologies and especially cellular telephony in the developing world); and of ideas, fostered by access to information over the Internet and the spread of social media, as well as the rising frequency of personal travel. This report focuses mainly on the economic and financial aspects of globalization, as it is here that its discontents are most evident.

[2] See, for example, World Bank (2005); International Labour Organization (2008); International Monetary Fund (2007); Organization for Economic Cooperation and Development (2008).

[3] Fischer (2003).

II. Making globalization fairer, greener and more sustainable: opportunities and challenges

Globalization has brought about major opportunities ...

5. Globalization has brought unprecedented growth in trade, investment and capital flows and has spurred the exchange of ideas, and the development of science and new technology in many areas, promoting competition, increasing productivity and contributing to faster economic growth. The acceleration of growth in developing countries, based on hard-won improvements in economic policymaking in the two preceding decades,[4] is a major success of globalization. This growth has enabled an unprecedented reduction in poverty and acceleration of overall development.

6. But the overall results of this process have been mixed. There have been winners and losers, both across and within countries; dramatic improvements in some areas, less progress in others — reflecting the complex linkages between growth and human development.[5] Often, outcomes depend on how a given country or group is affected by the broader environment (such as global macroeconomic stability), and on country-specific factors that determine how the potential of globalization is exploited, such as the quality of domestic institutions.[6]

7. Globalization has also brought about a fundamental shift in the structure of the global economy. The spectacular growth of the dynamic emerging economies and the strong economic performance of developing countries more generally have made them the principal source of global growth and rising global demand. With their rising economic weight has come a shift in the balance of political and economic power, reflected, inter alia, in the ongoing reform of the governance structures of some international institutions.

... but it has occurred in the context of widening social inequalities ...

8. Globalization may have exacerbated certain pre-existing imbalances with profound consequences for the functioning of economies.[7] In particular, globalization has gone hand in hand with an increase in income inequalities within countries[8] (as well as to some extent, a concentration of wealth), which have intensified further since the global financial crisis, threatening social mobility, the very basis of the social contract.

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[4] Globalization itself may have exerted a disciplining effect on countries' economic policies, raising the costs of major policy misalignments as markets become more interconnected; it may have encouraged investment in human capital to preserve and enhance competitiveness in an increasingly skills- and technology-based global economy; and it may have increased the pressure to implement the necessary institutional reforms, particularly the case with financial deepening in some developing countries. Mishkin (2009); Rajan and Zingales (2003).

[5] Bourguignon and others (2002), inter alia.

[6] Different measures of globalization are associated with different outcomes. For example, the literature has shown that how globalization is measured determines whether globalization is good for the poor. Globalization measures such as export activity and foreign investment are often associated with poverty reduction, while measures such as the removal of tariffs or quotas are linked to rising poverty. See *Globalization and Poverty (2007)*, Ann Harrison eds., University of Chicago Press.

[7] See the report of the World Commission on the Social Dimension of Globalization (2004).

[8] Ortiz and Cummins (2011).

9. Moreover, while poverty was on a downward trend before the global crisis, broader development prospects did not always improve. Despite an unprecedented abundance of food at the global level, nearly 1 billion people continue to go hungry, and the vulnerability to volatile food prices undermines the food and nutrition security of hundreds of millions more. More generally, improvements in the human development index have been slow at best, particularly in sub-Saharan Africa, with access to essential services like education and health becoming more unequal in some countries.[9]

... intensified environmental degradation ...

10. The period of accelerating globalization has also been one of further environmental degradation. Greenhouse gas emissions have risen so dramatically that global climate conditions have been affected — global warming, rising sea levels, higher frequency of extreme weather conditions, accelerating desertification. Forests, the availability of clean water, biodiversity and entire ecosystems are under threat.

... and unstable growth

11. Economic growth itself has become increasingly unbalanced, unstable and prone to shocks. Financial globalization may have elevated economic risk and volatility, and it has certainly heightened the risk of the cross-border contagion of economic disruption. Moreover, the present pattern of economic growth has not led to a commensurate expansion of decent work opportunities, especially among youth.

Lack of policy coherence, and not globalization per se, is a fundamental cause of the imbalances ...

12. Faster economic growth was expected to create room for social progress and faster development. But the links between growth and progress on other fronts are not automatic, and market liberalization has not been accompanied by the type of well-designed Government regulation needed to help ensure balanced outcomes. With the increased mobility of capital vis-à-vis labour, capital gains have expanded greatly, while the share of labour incomes in the gains from growth has declined.[10] In addition, the market-based approach treats the environment and other global public goods largely as "free" goods without a market value.[11] In the absence of public policies to internalize such externalities, the exploitation of natural resources has become increasingly unsustainable.

13. Policies for macroeconomic stability have seemed to take precedence over other policy objectives. Without doubt, macroeconomic stability is a prerequisite of sustained growth, and hence development and improved standards of living. But macroeconomic stability can be consistent with a range of social outcomes, some

[9] United Nations Development Programme (2010). However, over the past 10 years, the increase in the human development index in sub-Saharan Africa has been more rapid than in any other region.

[10] Several studies point to linkages between globalization and labour market instability. See, in particular, the joint study by the World Trade Organization and International Labour Organization (2011).

[11] However, there have been changes and improvements, particularly over the past two decades, with rising awareness of the need to mainstream action to counter the effects of climate change and environmental protection into economic policymaking.

more pro-poor and more environment-friendly than others. Relatively less attention has been paid to those combinations of policies for macroeconomic stability and growth that would maximize also outcomes in the social and environmental spheres.

14. Finally, the role of global governance institutions was limited by perceptions and/or ideological considerations. Decentralized solutions were thought to be generally better adapted to meet the needs of markets. Moreover, an active role of the State (and by extension of global institutions) was seen as inhibiting the full potential of markets — by this thinking, the State should be limited to providing essential services and local public goods.[12] As a result, global institutions have been unable to tackle effectively some of the most significant global problems, despite rising public awareness of their importance.

The global financial crisis has helped change thinking ...

15. The global economic and financial crisis has opened up opportunities for doing policy differently. Indeed, the worst of the potential effects of the crisis were avoided precisely because policymaking changed course: the role of the State increased as countries launched countercyclical policy responses. Strengthening of social protection was often a central element of these responses, in recognition both of the negative impact of the crisis on employment and individual welfare, as well as of the economic contribution of social protection. The imperative of coordinated policy action was accepted and acted upon, with a greater role of transnational governance bodies (Group of 20, World Trade Organization (WTO), International Monetary Fund (IMF)) and initiatives, notably the Global Green New Deal and the International Labour Organization (ILO) Global Jobs Pact.

16. There is also growing recognition of the long-term benefits of reducing inequalities, strengthening social protection and greening the economy.[13] There is evidence that, on average, countries with more equitable income distribution are able to maintain growth spurts longer.[14] Well-designed employment and social policies enable people, particularly the poor and marginalized, to invest in their nutrition, health and livelihoods and to improve their skills, knowledge and productive capacity, thereby reducing their vulnerability to exogenous shocks, while also acting as an overall short-term shock absorber and automatic stabilizer. The transition to a greener economy and rational policies to address climate change generate new sources of growth and employment creation — and the new "green" jobs are likely to be both more sustainable and more decent than many of the jobs that would be lost in traditional "brown sectors".

17. Despite some recent progress in these areas, some important gaps remain. There has been insufficient progress in financial sector reform and creating a

[12] Indeed, in many low-income countries, the share of Government spending in overall GDP has risen significantly over the last two decades, as Governments have stepped up their social spending. At the same time, Governments have been less active in the economic sphere, reflecting both the widespread privatizations in the 1980s and 1990s and the policy focus on reducing the obstacles to private sector development.

[13] In their recent call to action at the World Economic Forum in January 2012, Mark Carney, Margaret Chan, Angel Gurría, Donald Kaberuka, Haruhiko Kuroda, Pascal Lamy, Christine Lagarde, Luis Moreno, Josette Sheeran, Juan Somavia and Robert Zoellick highlighted the need to address inequalities in all countries and enable green growth, as part of a coordinated effort to exit the crisis (see www.weforum.org/content/pages/call-action).

[14] See Berg and Ostry (2011).

multilateral framework of rules and disciplines for cross-border financial activities (such as those provided by WTO in the area of trade). Insufficient attention has been given to areas where global policy coordination is crucial, such as international taxation, making the financial system work for the real economy, respect for core labour standards, climate change, debt resolution mechanisms, the fight against corruption and quality of governance to ensure fair access to the opportunities arising from globalization. Moreover, the scope for changing the thrust of policy is diminishing rapidly, as countries confront rising fiscal and debt-related constraints.

18. Moreover, growth processes must be sustainable and generate significant levels of employment and income needed to overcome the effects of the global crisis and meet growing expectations from increasingly educated populations. At the heart of this must be policies to encourage investments in the expansion of the productive capacity of individuals and the economy. New technologies need to be introduced and linkages between firms, sectors and industries strengthened, in order to encourage the creation of new markets for agricultural, industrial and manufactured goods, generating new jobs and income, and enhancing overall productivity.

... and there is growing awareness of the demographic and other transitions that lie ahead

19. Several other important and closely interlinked issues must be addressed, in addition to the imperative of speeding up the recovery from the multiple crises (food, fuel and financial) of the last five years. One is the need to mitigate and adapt to climate change which, if unchecked, will accentuate other challenges, including: those relating to demographic change — notably as regards population ageing in industrialized countries and an increasingly young population in many developing countries, particularly in the so-called fragile States;[15] intensified urbanization in developing countries, deepening the difficulty of increasing and sustaining growth in the face of pressing needs for infrastructure, food and social services; and the imperative of integrating the youth into productive jobs. Migration could help address these challenges, providing benefits to both host and source countries, but an agreed international framework for orderly migration is needed.[16] Food, water and energy insecurity hinders both social and economic development, and could lead to conflict over access to scarce resources.

The costs of inaction are high and growing ...

20. Widening inequality presents one of the greatest threats. Rising unemployment and job precariousness (especially among the youth), social exclusion and a widespread perception of inequality and unfairness have created a climate of social tension and unrest,[17] reflected in social protests in a growing number of countries. Combined with deficits in democratic governance, transparency and anticorruption

[15] The rising cost of health care in developed countries, if not addressed, will lead to unsustainable increases in expenditure that will threaten future economic growth and result in the exclusion of people from access to social services. A similar problem will soon confront developing countries as well, as their standards of living and expectations continue to rise.

[16] More generally, the dramatic increase in human mobility that has accompanied the most recent phase of globalization has far-reaching implications for policy that must be carefully considered.

[17] Department of Economic and Social Affairs (2011a)

efforts, this situation threatens social cohesion and political stability and can lead to social and political upheavals, as evidenced by the Arab Spring.[18]

21. Unmitigated and accelerating climate change and further degradation of the environment would impede economic activity, impose ever higher adaptation costs (particularly on developing countries) and eventually result in employment losses in many sectors. Without concerted action, many natural resources could be severely depleted, leading to price shocks for raw materials and food and, possibly, conflict over scarce resources; environmental- and climate-related risks will generate abrupt and erratic future shocks to the economy, including in the form of more frequent natural disasters with forced or involuntary displacements. Such disruptions would undermine the social fabric and foundations of the economy.[19]

... but the benefits from making globalization fairer, greener and more sustainable are significant.

22. Addressing the persistent global macroeconomic imbalances by internal and external rebalancing — reducing excess debt-financed demand in deficit countries and lowering the dependence on exports as a source of growth by boosting aggregate domestic demand in surplus countries — would provide a major boost to global recovery, reduce a source of volatility in speculative capital flows and exchange rates and lessen the scope for future shocks and crises. This would enhance the overall stability, sustainability and inclusiveness of the growth process.

23. Socially inclusive employment and social protection policies can act as automatic stabilizers. They would not only help sustain the purchasing power of the lower-income groups and stimulate aggregate demand in economic downturns, but would also reduce the immediate and longer-term social costs of shocks and crises, as experience in several countries has demonstrated.

24. Greening globalization reduces environmental damage and the negative impacts from climate change in the long run and creates additional employment and business opportunities in the short run, as well as higher resource efficiency and greater growth opportunities for low-carbon industries and the green sectors. However, the transition challenges must be adequately addressed. In this context, greening agriculture — the sector most sensitive to environmental degradation and climate change but also one of largest polluters — is critical.

25. In short, an appropriate mix of policies and institutions is needed to ensure that the benefits and costs of globalization are more equitably shared and that the results of the process are economically, socially and environmentally sustainable. Nor is the pace of globalization a problem in and of itself, but rather ensuring that it occurs as part of a well-designed policy framework and dealing with its differentiated impact across societal groups, sectors and countries.

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[18] The experience of the Arab Spring underscores the importance of political and cultural elements, alongside the economic, social and environmental ones. This report focuses, however, only on the latter three, to preserve the direct link with the sustainable development agenda and the upcoming Rio+20 Conference.

[19] In her foreword to the 2011 Human Development Report, United Nations Development Programme Administrator Helen Clarks states that "failure to reduce the grave environmental risks and deepening social inequalities threatens to slow decades of sustained progress by the world's poor majority — and even to reverse the global convergence in human development".

III. The way forward: considerations of priorities and policies

26. Achieving sustainable development requires a rebalancing of priorities and a fundamental rethinking of policy that accord full attention to goals such as stable and inclusive growth, full employment, social and environmental protection and addressing inequalities. Efforts to meet the economic, social and environmental objectives of policy will often be complementary. But there will also be difficult trade-offs among these objectives, where short-term progress in meeting pressing priorities in one area can only be achieved at the expense of another.

27. An integrated and coherent policy approach can minimize and resolve these trade-offs. The objectives and policies in each area must reflect the interdependences and linkages, at both the national and global levels. The rethinking of policy must also address the root causes of existing global and national imbalances and, particularly, the trends that drive rising inequalities.[20]

28. Both national and global policies need to be recast to make globalization fairer, greener and more sustainable. The principal focus is on the necessary combination of national policies that can contribute to this end, but globalization itself affects national policymaking in a variety of ways, and some issues are inherently global and cannot be addressed by national policies in isolation. Attention must thus be directed at improving critical aspects of the functioning of the global system, for which fundamental changes in the system of global governance may be required.[21]

Recasting national policies to achieve "fairer" outcomes

Growth

29. It is pointless to call into question the importance of economic growth; the size of the economic pie, as well as how it is shared, ultimately determines human welfare. But the quality of growth is critical, that is to say ensuring that growth is more balanced, stable and inclusive, and translates more directly into more widely shared improvements in living standards.[22] This requires an enabling environment and effective sectoral policies that promote private sector development, particularly

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[20] Among these trends are growing rural/urban gaps, rapid industrialization, slow growth of agriculture and rising returns to higher levels of schooling; the erosion of employment guarantees and the end of extensive State employment, particularly in the transition economies; and the unequal distribution of assets, high fertility rates among poorer households and regressive public spending. See World Bank (2005) and ILO (2011a).

[21] The focus on coherent policies does not seek to downplay the complexities involved. Addressing the various imbalances requires properly defining the role of the State, promoting knowledge and innovation and access to technology, the mobilization of resources and capable institutions.

[22] The concept of inclusive growth focuses on both the pace and pattern of economic growth. It adopts a long-term perspective — growth is to be sustained over time, requiring that it be broad-based across sectors (and implying the need for diversification through structural transformation); and it should be inclusive of a large part of the country's labour force (focused on productive employment and productivity growth, rather than on employment growth alone or income redistribution). The concept of inclusiveness refers to equality of opportunity in terms of access to markets, resources and an unbiased regulatory environment for businesses and individuals. See World Bank, http://siteresources.worldbank.org/INTDEBTDEPT/Resources/468980-1218567884549/WhatIsInclusiveGrowth20081230.pdf.

for small-scale enterprises as a major source of employment and engine of growth.[23] As an example of focused sectoral policies, effective policies for sustainable agriculture can be an important vehicle for growth and equity in many developing countries, offering great potential for securing rural livelihoods, employment and income, thus lessening the pressure on cities caused by urban migration and the resulting social tensions.[24] Such shorter-term policies for growth will only succeed if underpinned by a sustained investment in human capital, including through effective health and education policies that contribute to greater equality of opportunity and strengthen individual capacity to contribute to, and benefit from, the growth process.

30. The right combination depends on each country's specific circumstances and must be defined in accordance with national priorities — and Governments must have the space (and capacity) to formulate coherent policies that meet their circumstances. As such, there can be no one set of prescribed policies applicable to all countries. There are, however, certain common principles and objectives that should guide Governments in the search for the right policy mix.

31. An inclusive growth process should be geared towards the creation of sufficient decent work, its most important contribution to improving social justice. The policies that foster employment and decent work,[25] and effective social dialogue on a more balanced distribution of the gains from growth, also facilitate structural shifts towards employment in more productive sectors and strengthen growth and incomes. Social protection policies provide an additional buffer against shocks and help to speed the recovery from them.[26] Inclusive and fairer growth of this kind can thus offer a platform for the achievement of the other objectives, making the outcomes of globalization fairer and more sustainable.

Social policies for fairness and equity

32. It will often prove necessary to influence and correct market outcomes to promote fairness and equity, build social cohesion and reduce vulnerability. Comprehensive and effective social protection systems, education and health policies are central to that effort. These should be seen as a productive investment — in social cohesion, human capital and individual resilience — rather than as an unavoidable cost.[27] This role is even more important in poor countries,

[23] Elements of such an enabling environment include: macroeconomic stability; a well-regulated and supervised financial sector; rational fiscal policies, including public investment in the economic infrastructure; an effective framework for private investment; an industrial policy that supports and encourages the development of productive capacity and economic diversification; access to appropriate technology; and a manageable regulatory and legal framework, including with respect to the fight against corruption.

[24] The links between food security and employment are explored in ILO (2011b).

[25] These include the respect for core labour standards; efficient labour market institutions and improved mechanisms for wage determination; as well as policies to foster more inclusive labour markets, together with quality education and training programmes.

[26] See ILO (2010).

[27] The design of social policies should exploit the linkages to other polices and priorities. For example, conditional cash transfers can be directed at achieving specific objectives in health and education; child support grants can help prevent child labour; public works programmes support employment in economic downturns when overall demand for labour is low, but also contribute to creating local assets, especially in infrastructure, that enhance overall capacity (see International Labour Organization and United Nations Development Programme (2011)).

where social protection floors can provide some protection at an affordable cost and can serve as the foundation of more elaborate systems in the future.[28]

33. Fiscal policy has a key role to play in shaping more equitable outcomes, including through an appropriately progressive tax system, effective social programmes and rational subsidy policies. Public policy is important in other areas — adequate housing policies and effective urban planning, water and sanitation infrastructure, domestic security, and most importantly, investing in human capital through education and health policies. Education is the most critical enabling factor for the achievement of all the objectives of policy, although its impact is usually fully realized only over time. Effective health sector policies and delivery systems contribute to economic performance by assuring or enhancing the capabilities of individuals and enhancing their ability to work productively and are core elements of a coherent overall social policy.

Recasting national policies to achieve greener outcomes

34. Growth can only be sustained over the long term if it respects the constraints of the natural environment. Market processes cannot achieve this on their own. They must be effectively harnessed to achieve effective environmental protection and sustainability through reforms of tax and subsidy policies, complemented by environmental regulation and legislation, that change the incentives affecting production and consumption decisions.[29] The fiscal space created by such policies can be used to fund green public procurement and investment, address the distributional impact of some environmental policies or compensate the "losers" of the transition, strengthening the social acceptability of the entire process.[30]

35. Other public policies for greening outcomes include: the introduction of payments for ecosystem services.[31] the public provision of environment-related services (like the collection of recyclable materials, public transportation) and raising awareness of and concern for environmental issues, to expand private substitution possibilities and motivate changes in private demand and behaviour.[32] However, the green economy will face the same pitfalls as the conventional economy if it is not designed to integrate the three pillars of sustainable development from the outset. Ensuring that the "social" is a part of the "green" and that both are part of the economy will also help reduce the resistance to change and thus facilitate the transition process.

Recasting global policies for a fairer, greener, more sustainable globalization

36. Achieving a fairer, greener, and more sustainable globalization also requires addressing international aspects of policy in a coherent manner. In a globalized economy, there are limits to the policy space available to national Governments. Moreover, many elements of domestic policy and most of the emerging challenges

[28] See ILO (2011c).

[29] In this context, see Department of Economic and Social Affairs (2011b).

[30] See United Nations Environment Programme/International Labour Organization/International Organization of Employers/International Telecommunication Union (2008), p. 309.

[31] This helps to secure the livelihoods that are based on these services and encourage a more sustainable use of ecosystems. See The Economics of Ecosystems and Biodiversity (2009), p. 27.

[32] See Organization for Economic Cooperation and Development (2011a).

identified in the preceding section cannot be dealt with effectively by individual States.

A coherent global economic framework

37. The weaknesses of the global economic policy framework and governance system will have to be resolved in order to achieve policy coherence at both the national and the global level. This is most important in the two central aspects of economic globalization — liberalized trade and finance.

38. Trade is the area of global policy that has the most developed and effective governance framework. This rules-based multilateral system has made possible the orderly liberalization of trade and it effectively prevented a relapse into protectionism during the recent global economic crisis. This effective multilateral trading system must be strengthened, including by completing the Doha Round and by ensuring the consistence of bilateral and regional trade agreements with its rules and disciplines. The multilateral approach should also be extended into other areas, such as the provision of reliable and affordable trade finance; the establishment of an effective framework for international labour mobility; and the regulation of foreign direct investment, based on principles of transparency and accountability.

39. By contrast, the globalization of finance has occurred largely through national deregulation in the absence of any global framework. An internationally coordinated framework of prudential regulation and supervision must be put in place to better assess risk and reduce excessive risk-taking and speculation in financial transactions. Progress in these reforms will help to reduce the volatility of capital flows and allow finance to return to its primary role of financing productive activity, even on the global scale.

40. More effective international coordination of macroeconomic policies is needed to reduce global imbalances and guard against their resurgence, and enable an effective, timely and coordinated response to systemic risks or major shocks. Other elements of a well-governed international economic policy framework include: a stable international monetary and exchange system, with robust regulation, possibly including for coping with volatile capital flows; an effective system of crisis prevention and resolution, including a global financial safety net; a robust and efficient global reserve system;[33] and stepped-up efforts to fight against harmful tax practices. There is also scope for more global coordination in strengthening productive capacities in low-income and least developed countries through policies to encourage productive investment and foster private sector development.

Global policies for greater equity and fairness

41. Social cohesion has attributes of a global public good, as the contagion of recent social upheavals across borders has shown. It is crucial to boost international efforts to develop rights-based approaches to policy formulation, including the respect for core labour standards. This, together with efforts to create a social

[33] See Mateos y Lago, Duttagupta and Goyal (2009) for an overview of the issues and potential reform options, as well as IMF (2011) and Ocampo (2011). See also, "Global Economic Governance and Development", report of the Secretary-General, 1 November 2011, www.un.org/esa/ffd/documents/GEGD_SGR_Final_AUV_01.11.11.pdf.

protection floor, can encourage and accelerate progress in all these areas at the national level.

42. Global cooperation is equally important in the other areas of policy, particularly in health and education. In many cases, the close link between national and global interest has made health policy an area where global governance arrangements do in fact, work effectively. Successful vertical programmes and global funds in the area of health offer lessons that may be applicable in meeting complex challenges in other areas.[34] International support can enable developing countries to overcome their deficits in education and equip their populations to take advantage of the benefits of globalization, particularly in exploiting the immense potential of information and communication technologies.

43. Recent surges in food prices and the recurrence of famine in the Horn of Africa demonstrate the need for a concerted and coordinated global response to ensuring food and nutrition security. Stepped-up international cooperation is needed to reverse the decline in agricultural investment and rural development, enhance agricultural productivity, improve global distribution chains, rationalize the management of food reserves, create effective safety nets, and manage the policy response to the present and future crises.[35]

Global contributions to greening globalization

44. Nowhere is the need for international cooperation more pressing than in the protection of the environment. Damage to the environment respects no borders, nor can national environmental policies be fully effective in isolation. Global coordination will enhance the effectiveness of national public policies for environmental protection, greening the economy and addressing climate change. It can also reduce the fear of a competitive disadvantage to those countries that move first or furthest to change their environmental policies or the likelihood of "green" protectionism imposed against countries that have not yet done so. A global framework would also facilitate the transfer of the necessary green technologies on appropriate terms, while respecting intellectual property rights. Progress towards a global standard for the accounting of natural capital will also help in assigning a societal and economic value to the use of ecosystem services.

IV. The way forward: considerations for governance and institutions

45. The approach to enhancing policy coherence at the national and global levels set out in section III does not aim to produce a new "steady state", where further change is unnecessary. Flexible policies and institutions are needed to maintain an appropriate balance among economic, social and environmental objectives. However, there is scope for greater global policy coherence and this section

[34] By contrast, policy coherence in trade, public health, research and development and intellectual property is much more difficult to achieve, unless through a well-managed negotiation process among the different interest groups, with collaborative support from international institutions.The United Nations has played an important role in facilitating agreement on such difficult issues.

[35] See United Nations High-level Task Force on the Global Food Security Crisis (2011). Food security was also an important pillar of the Seoul G-20 Multi-Year Action Plan on Development; see http://un-foodsecurity.org/node/1113.

examines options for achieving this, such as through international coordination of national policies or specific rules-based multilateral frameworks.

46. A rights-based approach to policy coherence is critical. This is deemed in this paper to include the concept of sustainable development, which emphasizes that development should be more people-centred (focusing on achievement of human well-being, inclusive economic and social development processes, social justice including more equity within and among countries, as well as across generations) as well as more planet-centred (respecting planetary boundaries, becoming resource-efficient and reducing humanity's ecological footprint through sustainable consumption and production patterns).

Need to examine the coherence of functions, forms and norms

47. An effective governance system should fulfil certain basic functions: (a) enable a shared analysis of issues and challenges, and facilitate agreement among social partners and other stakeholders on objectives and possible approaches to achieve them; (b) identify and build consensus around a range of policies and institutional arrangements that materialize these agreed objectives; (c) effectively support and encourage the implementation of these policies and approaches; and (d) monitor implementation, adjust the approaches to changing circumstances and encourage or enforce compliance among the stakeholders.

48. Governance systems should give effect to the accumulated normative framework, and make globalization a potent instrument towards the realization of the objectives of sustainable development and the attainment of the above-mentioned rights for all peoples. The measures of success must be focused on human well-being, social justice, environmental sustainability and participatory governance. The United Nations system's contribution to this process must be optimized with this objective in mind.

49. The record of achievement with respect to sustainable development is disappointing, reflecting a disconnect between the globally agreed goals and aspirations and the national self-interest that guides policies at the national level. The institutional framework and the existing governance arrangements have been largely unable to bridge this gap, in large part because they have been brought into alignment with the ongoing changes in the geopolitical, economic and social landscapes. This may be due to structural gaps, where the required institutional framework and the operational entities either do not exist or are ineffective. In this case, the governance system cannot fulfil the first two functions set out above and may require new or modified governance forms. Alternatively, the problem may be one of implementation gaps, where the framework and operational entities do exist but fail to fulfil the latter two functions of implementation, monitoring and compliance, in which the functioning of the entities may require re-examination.

50. But even where there are neither structural nor implementation gaps, there may be a deficit of policy coherence, as decisions are taken without due regard for their consistency with other areas of policy. The effectiveness of the governance systems needed to achieve the necessary coherence depends in large part on the degree of legitimacy such systems enjoy among the various stakeholders. This legitimacy can be deepened through participatory governance systems.

Strengthening governance systems at the national level

51. Many national Governments have underinvested in establishing mechanisms for the meaningful participation of stakeholders and for enabling their awareness and understanding of public policies and trade-offs involved. Addressing these shortcomings is an important first step towards developing effective national governance systems capable of achieving the necessary policy coherence for fairer, greener and more sustainable globalization.

Enhancing the social policy framework

52. In many countries, there is a need to create or reinforce a social policy framework that reflects more comprehensively the right to development.[36] Such a framework would enable a more comprehensive articulation of the objectives of social and environmental policy and their integration in a more balanced way into the overall objectives of Government policy. Governance and institutional arrangements that could contribute to ensuring an appropriate balance among the different policy objectives include: (a) an interministerial committee bringing together the ministries responsible for economic, environmental and social policies for a coherent prioritization of objectives and programming of policies, as well as effective mechanisms for ensuring the involvement of local authorities in policy formulation and implementation; (b) effective mechanisms for social dialogue among Government and all relevant national stakeholders; (c) a mechanism, such as an ombudsman, to monitor the impact of globalization on distribution and equity and make recommendations for corrective action where necessary, as part of the social policy framework; and (d) peer review processes and/or national or subregional advisory bodies that oversee implementation of a country's national and global commitments and measure its progress towards sustainable development.

Strengthening governance systems at the regional level

53. Regional intergovernmental organizations have the potential to bridge the gap between the national and global levels, to facilitate the integration of core global objectives into regional and subregional approaches, and through them into national policy formulation; and to transmit national concerns to the global level, and vice versa. They can thus be effective forums within which integrated approaches to sustainable development are built. Moreover, regional integration, often motivated by issues rather than driven by institutions, has become a major motor of globalization. Given the high degree of legitimacy enjoyed by regional intergovernmental organizations and the active participation of their member States in their work, these organizations could play an important role in assessing policy implementation, encouraging compliance, fostering accountability among their members, and tracing and monitoring the effects of globalization on national outcomes. Greater policy coherence would also enhance their effectiveness and efficiency.[37] The United Nations regional commissions could play a particularly important part in this effort.

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[36] This includes human rights, ILO international labour standards, peace and security including environmental security, equity considerations including better attention to marginalized groups and social protection.

[37] Such reflections could be informed by the results of the regional commissions' study of regional development institutions.

Strengthening governance systems at the global level[38]

54. There are many intergovernmental frameworks and international organizations within which global issues are debated and policies formulated and implemented. In many respects, however, these institutions tend to operate in "policy silos", and there exists no effective mechanism for ensuring the integration of their work across institutional mandates — a major structural gap. Moreover, many lack effective mechanisms to encourage or enforce compliance — an implementation gap.

55. The United Nations entities, acting collectively or individually, discharge a range of functions that can influence the outcomes of the process of globalization — as the source of the human rights-based principles, norms and standards around which national policy should be articulated; as a source of research, technical assistance and policy advice; and as a forum for the exchange of ideas and experiences. However, globalization has also affected the perception of the United Nations — there seems to be increasing scepticism about whether the United Nations as a multilateral framework can facilitate the urgent, cohesive and effective responses that today's challenges demand. This doubt persists despite compelling evidence to the contrary,[39] as well as evidence of the system's capacity to reconfigure its operating organizations to elevate certain core objectives and enhance efficiency, as through the creation of UN-Women. The United Nations entities need to further assess whether improved effectiveness of individual parts and collective support to Member States can be achieved through incremental modification of their existing structures, or whether this would require fundamental changes.[40]

56. There is also a perception that the United Nations entities are primarily relevant to providing development support to developing countries, in part because these aspects of their work are the most visible and urgent. However, the United Nations entities possess skills, experience and normative frameworks that are relevant to all Member States, developed or developing, which they should draw on as they cope with the challenges of sustainable development.[41] For the United Nations system to perform the role in global governance intended by its Charter, the United Nations system entities must make available their convening, normative, oversight and technical support functions to any country in need of them.

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[38] The focus here is on the role of the United Nations system, with particular reference to its facilitative role in global consensus-building and its support to national implementation of that global consensus. This is separate from its role in supporting the efforts of developing countries through in-country operations, the coordination and coherence of which, in the developing countries concerned, is assured through the United Nations Development Assistance Framework and "Delivering as one" framework led by the United Nations Development Group.

[39] Such as the intergovernmental agreement that has effectively dealt with the ozone hole of the planet. The United Nations system's value added in other critical areas is reflected in the results of various global processes and the work within its specialized agencies: for example, the Universal Declaration of Human Rights, Convention on the Rights of the Child, promulgation of ILO conventions, formulation of the Millennium Development Goals and the establishment of the Intergovernmental Panel on Climate Change. These are but a few examples of the Organization's role in enabling progress on issues that are central to achieving better outcomes from the globalization process.

[40] An important issue in this context is the sustainability of the Organization's present funding model.

[41] This will be an important determinant of how effectively the United Nations system can contribute to elaborating a post-2015 development agenda and the eventual formulation of a framework of sustainable development goals.

57. The way in which United Nations entities build operational and programmatic partnerships among themselves is critical to the effectiveness of their support for Member States, including their contribution to upstream policymaking. Among developing countries, the "One United Nations" approach and the country United Nations Development Assistance Frameworks coordinated by the United Nations Development Group allow for this and make an important contribution to enhanced policy coherence at the country level. It will be important to find ways to promote this kind of coordination in countries and among agencies that are not part of the United Nations Development Assistance Framework process, and to maximize the contributions from agencies with a specialized mandate that are not country-based.

58. There is need for more transsectoral programmes by United Nations entities and international financial institutions in order to make the linkages within complex phenomena. The United Nations might emphasize and prioritize the work of cross-agency United Nations bodies (e.g. UN-Energy, UN-Oceans, UN-Water) in the context of a priority agenda agreed within the High-level Committee on Programmes, and deepen and extend inter-agency collaboration.[42] One critical issue that cuts across sectors is gender equality, without which the achievement of the desired results from globalization will not be possible. Such approaches would also enable the Committee to take on a more strategic "foresight" function, anticipating and identifying emerging issues from globalization processes and assessing their likely impact on the programmatic agenda of the United Nations system, as well as providing a bridge between the normative functions and the operational/regulatory activities of the United Nations system.

59. More fundamental reforms of the United Nations system may be needed to ensure that its apex structures contribute to integrating the various dimensions of sustainable development and to establishing better coordination with the international monetary and financial system. Ideas currently in the public domain include: reforming the Economic and Social Council; creating a sustainable development council along the lines of the Human Rights Council; or creating a global economic coordination council.[43] Challenges facing such an apex structure include ensuring its legitimacy, authority, and efficiency; giving it jurisdiction; and defining its relationship to other United Nations bodies and to international financial institutions.

60. Monitoring the social and economic impacts of globalization is essential. A special rapporteur (such as those used by the Human Rights Council) who reports independently to any eventual apex organization might be considered; or a commission comprising representatives of Governments, stakeholders, the United

[42] Examples of this are the joint preparation by 40 agencies of a report on making the transition to a green economy; the High-level Task Force on the Global Food Security Crisis; the inter-agency Social Protection Floor Initiative; the Secretary-General's Global Strategy for Women's and Children's Health; UNAIDS; and the joint work of ILO and IMF on employment and labour market issues and their relation to macroeconomic policy, social protection floors and promoting social dialogue.

[43] See Stiglitz (2009). Some of these ideas, including how global environmental governance might be strengthened, are being considered by Member States within the preparatory process for the United Nations Conference on Sustainable Development.

Nations system and international financial institutions, which could make recommendations for national or global follow-up as necessary.[44]

Measuring success

61. How success is defined will critically shape the policies pursued. Tracking progress would require appropriate and comprehensive measures that better reflect whether the goals are being achieved and that measure performance in terms of inclusive wealth, levels of human well-being and environmental sustainability. Such measures would need to be integrated into national accounting frameworks. If the focus remains on growth in terms of gross domestic product rather than on improved human well-being and social equity, there is little hope for achieving sustainable development.[45]

62. Fortunately many building blocks towards such measures already exist. These include: indicators of sustainable development, developed through the Commission on Sustainable Development; the System of Environmental-Economic Accounts, a statistical system that helps identify and monetize, where possible, the environmental impacts of economic activities; the human development index, which integrates economic and social dimensions but not yet environmental ones; the ILO project on decent work indicators; the initiative of the Organization for Economic Cooperation and Development on measuring the progress of societies; and measures associated with the Millennium Development Goals.

63. The United Nations system, international financial institutions and multilateral development banks all have a key role to play in supporting countries in developing these building blocks into an appropriate set of measures for sustainable development and embedding them into national systems of accounting. However, ensuring coherence among their respective activities will be crucial and cooperation among agencies will make the best use of their expertise.

[44] However, the legislative, political, operational and resource implications of these proposals would need careful consideration.

[45] This is examined in detail in Stiglitz, Sen and Fitoussi (2009).

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Annex V

Plan of action for the Open Consultation Process on Overall Review of the Implementation of the World Summit on the Information Society Outcomes

Proposed expected final outcomes of the overall review process

1. Evaluation and assessment reports (adaptations possible in the lead-up to 2015):

- Progress report on the implementation of the World Summit on the Information Society outcomes (quantitative focus)

  (Initial coordination by the Partnership on Measuring ICT for Development during the World Summit on the Information Society Forum in 2012)

- Review reports by action line facilitators (11 action lines)

  (Template to be prepared at the action line facilitators' meeting during the 2012 Forum)

- Self-evaluation national review reports

  (Draft template to be prepared at the action line facilitators' meeting during the 2012 Forum)

- Stocktaking report on the overall review process

  (International Telecommunication Union)

- Internet Governance Forum secretariat report
- United Nations Group on the Information Society review report
- Contributions to the Millennium Development Goal process

2. Possible forward looking outcome setting an agenda beyond 2015.

Proposed preparatory process and meetings within the framework of the overall review up to 2015

The preparatory process will include virtual working methods as an integral part of the overall review.

2012:

- **May: start of preparations for the overall review process during the 2012 forum, Geneva (2 days), to define:**
  - Preliminary indications for the scope of the possible forward-looking outcome, setting the agenda beyond 2015
  - Templates for the reports of the lead facilitators on the action lines
  - Templates for the national self-evaluation reporting on the implementation of the World Summit on the Information Society outcomes

- **May: report on the outcomes of the United Nations Group on the Information Society consultations on the overall review process** to the Commission on Science and Technology for Development at its fifteenth session
- **October/December: United Nations General Assembly**

2013:

- **February/March: multi-stakeholder event for the overall review process (title to be decided)**

(3-day event, hosted by UNESCO in Paris, with a high-level component):

  - Review of emerging trends in the information society
  - Development of recommendations of relevance to the forward-looking outcome

- **May: preparations for the overall review process during the 2013 Forum**

(Geneva, 2-3 days)

  - Agreement on the outline of the forward-looking outcome
  - Discussion on text

2014:

- **May: preparations for the overall review process during the 2014 Forum**

(Geneva, 2-3 days)

  - Finalization of the forward-looking outcome

- **June/July: high-level meeting on the overall review process**

(Location to be determined based on hosting proposals)

  - Presentation of all review reports
  - Adoption of the forward-looking outcome

2015:

- Report on the outcomes of the overall review process to the Commission on Science and Technology for Development at its eighteenth session
- General Assembly to endorse the forward-looking outcome
- Contribution to the Millennium Development Goal review process